

# The delightful design of a distinguished 21st century business

by Ian Berry

Disruption x Differentiation + Discovery x Drive + Delivery x Distinction + Differencemaking  
= a Distinguished 21st century business.



For every purchase of my *Changing What's Normal* book 12 families in need receive 3 nourishing meals through my partnership with [www.b1g1.com](http://www.b1g1.com)

It's a small yet significant way that we can make a difference together and help to solve one of the great human problems that of hunger and insufficient nourishment, a plight no human being deserves.

## Executive Summary

To guarantee success in business today and tomorrow we must provide a distinct experience for our customers/clients.

The journey to distinction begins with **disruption** - our willingness to disrupt the status quo (normal) when same is no longer serving us, and to change what's normal (innovation).

Radical **differentiation** follows. This is about what our people do that is better, different, or more unique than anyone else providing the same/similar product/service.

Radical differentiation is only possible when people are bringing their best to their work every single day. This is only possible when people have **discovered** their unique gifts/talents and are continually enhancing them. Enhancing people's gifts/talents is the number one role of leadership.

Fundamental to discovery is understanding what intrinsically **drives** people. We must help our people to fulfill their deepest desires.

**Disruption, differentiation, discovery and drive** make the **delivery** of value to our stakeholders, value that they demand, desire, and feel that they deserve, possible.

How we deliver such value must be **distinctive**. And the reason we do all of the above is to solve human problems. I call this **differencemaking**.

In this paper I explore all in some detail except disruption and differencemaking. **Please go to page 2 - 7.**

For more on disruption and differencemaking please get my *Changing What's Normal* book which comes with a companion online vault full of resources. **Get the book at [www.changingwhatsnormal.com](http://www.changingwhatsnormal.com)** You can also download a **PDF version of the book via the Gifts page at my website** which you can get to at the bottom of the page.

Best wishes  
Ian

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To guarantee success in business today and tomorrow we must provide a distinct customer/client experience, otherwise we have a commodity product/service and we will always be competing against the masses on price.

To reach distinction begins with understanding differentiation and therefore strategic positioning that comes from doing/providing what no-one else is, which is very hard to do, or it comes from doing/providing what someone else is, just better, differently or more uniquely. Therefore differentiation, really standing out, all comes down to our people.

The writer of ZAG - the #1 strategy of high-performance brands Marty Neumeier argues strongly that our differentiation must be radical. I couldn't agree more.

**To be radically different means we must first, in my view, eliminate the BS about people that is permeating our workplaces. See my personal manifesto about this on the next page.**

The status quo, normal, is about seeing and treating people as numbers, overheads, expenses, resources, assets, or capital. I think this is absolute BS.

To eradicate this BS we must see and treat people as the one-of-a-kind that each of is.

We must change what's normal if we are to guarantee success in business today and tomorrow.

### **Key questions to ask about your differentiation**

Do you see people as they are, or as they can be?

What are you and your people not doing that you know they're capable of?

What is it that you and your people have never done that if you did would make a radical difference?

## **BS Free workplaces - a personal manifesto by Ian Berry**

The greatest nonsense, the biggest load of codswallop, the BS that is permeating most workplaces is seeing and treating humans as numbers, overheads, expenses, resources, assets, or capital.

My reason for being is to change this because we are none of these things.

We are, every single one of us, a one-of-a-kind human being.

When we are treated as such we respond in remarkable ways.

Creating workplaces free of BS is often hard, emotionally draining, exhausting work.

We encounter self-serving, greedy and as yet unenlightened folk who think life is all about them. We run into fear, mediocrity and massive resistance.

For these reasons I can't say I have loved every minute of my work since I began my quest in 1991.

What I do love, with an abiding passion, is the results.

I particularly love the defining moments I observe every week, often unexpected, usually a surprise to the person, when their light goes on and someone is finally home.

There is nothing on earth as magnificent as a human being fully alive.

**When we remove BS, people come alive.**

**In workplaces where people have come alive:**

People feel valued, fulfilled, and loved.

Values are lived.

Value as perceived by others is delivered to all stakeholders including our planet.

Numbers are seen for what they are, results, not reasons.

Every business should make a profit.

There is nothing evil about money.

How we make it and what we do with it is what matters.

Profit is not a reason though for being in business, rather a result of being good at business.

Our reason for being in business is about how we have personally chosen to serve humanity.

The trouble with BS about people is that we have become used to counting the wrong things. Millions of people feeling that they don't count is the sad consequence.

At the heart of all the world's troubles is seeing people as things, as means to an end, rather than beings who can take us far beyond our wildest dreams.

**I am in the business of increasing profits without hurting people or our planet.  
Will you join me?**

**Find out how at [www.ianberry.biz](http://www.ianberry.biz)**

**D** Seeing people as they can be is the first step to helping people to discover their unique gifts/talents.

**I** My You're Special story illustrates how we should see and treat people.

**S** **Please view it at** <http://youtu.be/4VKo9cshD1w>

**C** Once we have helped people to discover their gifts/talents we must then help people to create performance possibility plans that articulate their personal and business goals and how they will achieve them, and what gift/s they are enhancing that will be paramount to goal achievement.

**V** I have dedicated my life's work to systemizing how the above is accomplished while never forgetting all success is about human to human connection.

**R** Find out more at [www.ianberry.biz](http://www.ianberry.biz)

**Y** **Key questions to ask about discovery**

How are you currently helping others to discover their uniqueness?

How systemized are you in ensuring that gift enhancement is integral to everything you do? What could you do better?

**D** Ensure equally that whatever you are doing for your people is helping them to fulfill their deepest desires.

**R** In a brilliant book Drive - the surprising truth about what motivates us, Daniel Pink says we have three intrinsic motivators:

**I** "Autonomy: the urge to direct our own lives

**V** **Mastery:** the desire to get better and better at something that matters

**E** **Purpose:** the yearning to do what we do in the service of something larger than ourselves"

If you are not helping people to reach these reasons for being I can guarantee that your business results are significantly less than what's possible and that you are guilty of what Daniel says "there is a mismatch between what science knows and business does."

The greater our drive the greater our delivery of value.

**What do you currently do that supports people in their autonomy, mastery, and purpose? What could you do better?**

**D** We are all regardless of our product/s/service/s in the business of delivering value to all our stakeholders, value that they demand, desire, and feel that they deserve.

**E**

**L**

If you don't know what value each of your stakeholders wants you had better ask them and quickly because if you don't know or wait to long to find out your business is on the slippery slope to extinction rather than distinction.

**I**

### **What Employees Really Want From Employers**

**V**

(from my research over the past two decades)

**E**

✓ Appreciation. The eminent psychologist William James observed: "The deepest craving of human nature is the need to be appreciated."

**R**

✓ To be held to account via regular, constructive performance feedforward and feedback

**Y**

✓ Autonomy

✓ Opportunity to master something

✓ Role satisfaction

✓ A feeling that their work contributes to a higher purpose

✓ Knowing that their work is helping them to achieve their aspirations

✓ Open, regular, truthful, information gathering and sharing

✓ Remuneration perceived to be at least equal to effort

✓ Trust and trustworthiness

✓ Happy and healthy working environment

✓ Fairness in all dealings

✓ Flexibility

✓ Hope for the future

### **What Employees Really Want From Each Other**

(from my research over the past two decades)

✓ Goal and strategy alignment

✓ Promises kept

✓ Open communication

✓ Understanding of personal needs

✓ Trust, trustworthiness, and confidence

✓ Appreciation, support and encouragement

✓ Authenticity

✓ Sense of family

✓ Acceptance of the merit of ideas

✓ Mutual respect

### **What customers/clients really want**

Geoffrey James has sold and written hundreds of features, articles and columns for many publications including Wired, Men's Health, Business 2.0, SellingPower, Brand World, Computer Gaming World, CIO, The New York Times.

Geoffrey believes all customers want the same 12 things, regardless of who they are, who is selling to them or what they're buying.

In my work over the past 23 years I would concur with every one of these.

- 1) They want to feel important.
- 2) They want to be appreciated.
- 3) They want you to stop talking about yourself.
- 4) They want you to stop talking about your firm.
- 5) They want you to truly listen.
- 6) They want to be understood.
- 7) They want to teach YOU something.
- 8) They want and need your help.
- 9) They want to buy something.
- 10) They want you to delight and surprise them.
- 11) They want to pretend they make logical decisions.
- 12) They want success and happiness.

### How well are you delivering value to all your stakeholders? What could you do better?

**D** How we deliver value is the art of providing a distinctive customer experience.

**I** Are you doing things everyday that amaze you and your customers/clients?

**S** **Here is sparkenation 51 from my Changing What's Normal book to help you**  
(sparkenation - a spark that ignites passion that leads to action that changes what's normal)

**I** **Normal**

**N** "Good service is what is expected. It is normal. The whole experience is what matters now. Because we now have so many choices, as soon as we don't enjoy the experience, we go somewhere else.

**T** I had to get up at 3.30 am on 31st March 2011 in order to catch a flight in Auckland New Zealand so that I could make a meeting in Melbourne Australia, so the night before I had an early dinner at Vapor's Holiday Inn near Auckland Airport. Helen who served me did a great job and I told her so and also mentioned her name when I filled out the service questionnaire that is left on everyone's table.

**N** When I got to the airport Virgin Pacific's computers were down. All their staff were great and handled a manual check-in well and we left on time. Great service costs nothing except a little effort!

What Helen from Holiday Inn and the folk at Virgin Pacific did is normal and nothing whatsoever out of the ordinary.

### Changing What's Normal

Wooing and wowing, however, is an entirely different matter and it is not yet normal.

**D** The concept of wooing and wowing comes from my colleague and mentor Paul  
**I** Dunn who is known internationally as 'The Wizard of Wow.'

The following are some of my thoughts on what woos and what wows:

### Wooing is when

- ✓ a taxi driver you have never met before asks great questions about your travel habits and, on finding out that you travel regularly, offers to pick you up and provide you with a personal service
- ✓ a coffee shop owner introduces themselves and gets your name and shows, through conversation and actions, that they genuinely care about you
- ✓ a hotel owner takes times out to find out who you are and what you do and how they can help
- ✓ a concierge person gives you insight you didn't ask for that enhances your experience
- ✓ a colleague refers you to one of their major clients without you asking them
- ✓ a friend remembers things that are important to you
- ✓ a boss goes out of his/her way to find out about your family
- ✓ a train conductor asks great questions about your travel

### Wowing is when

- ✓ the taxi driver who offered personal service actually delivers it
- ✓ the coffee shop owner remembers your name next time you visit and continues the conversation you were having last time
- ✓ the hotel owner actually helps you in what you do
- ✓ the same concierge person remembers your name and how they helped you last time when you return a year later
- ✓ your colleague actually goes with you to meet their client
- ✓ that same friend surprises you with a memento months later about what is important to you
- ✓ your boss does something kind for your family without any expectation of getting something back
- ✓ the same train conductor picks up where they left off the next time they see you

**T** Disruption x Differentiation + Discovery x Drive + Delivery x Distinction +  
**A** Differencemaking = a Distinguished 21st century business.

**A** **How distinguished are you?**

**K** **What actions can you begin today?**

**E**

**A** Long ago people at Proctor & Gamble identified moments of truth in the  
**C** customer experience, FMOT (first moment of truth) is just before the customer  
 buys and SMOT (second moment of truth) is when the customer first begins to  
 experience what they have bought.

**T** In 2011 Google identified ZMOT (zero moment of truth) the crucial moment that  
**I** happens before we buy. I recommend downloading Jim Lecinski's ebook and  
 other resources at <http://www.zeromomentoftruth.com>

**O** In The End of Business As Usual Brian Solis introduces UMOT (ultimate  
**N** moment of truth) which is when customers share their experiences with others.  
<http://www.amazon.com/End-Business-As-Usual-Revolution/dp/1118077555>

All these moments of truth matter in business today.

Disruption, differentiation, discovery, drive, delivery, distinction and  
 differencemaking will ensure that each of these moments of truth really matters  
 to you, all your stakeholders, and the world.

**A great place to begin to ensure you have a distinguished 21st century  
 business is to complete the diagnostic on the next page, scan it, and then  
 email to me at [ian@ianberry.biz](mailto:ian@ianberry.biz)**

**I'll then call you to arrange a mutually convenient time to give you a high  
 valuable briefing based on your completion of the diagnostic. There'll be  
 no silly sell at the end of your briefing. You will know whether or not you  
 want to explore doing business together.**

Be the difference you want to see in the world.

**Ian**

## How remarkable are **You?**

Please place an X where you are now and a ✓ where you believe you need to move to

	Competitive	Distinctive	Remarkable
<b>Disruption</b> I am willing to disrupt and change myself.			
<b>Differentiation</b> Our people do what others do just better, differently or more uniquely.			
<b>Discovery</b> Our people know their gifts/talents and we are helping them to enhance them.			
<b>Drive</b> We help our people achieve what is important to them.			
<b>Delivery</b> We deliver value to our stakeholders that they demand, desire, and feel that they deserve.			
<b>Distinction</b> The experience of our customers/clients online and in-person is one way we stand out			
<b>Differencemaking</b> We know the human problems our business solves and why this really matters to us and to those we serve.			