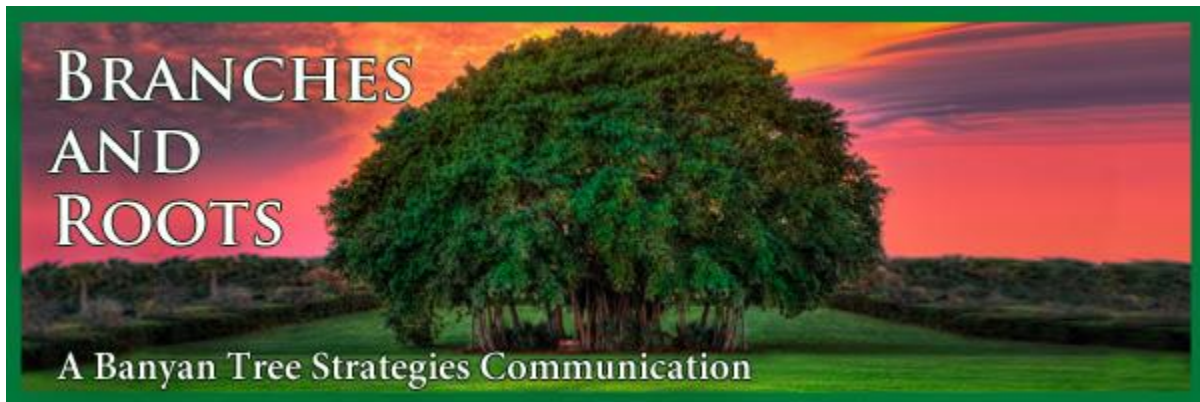


# 2014 -VOLUME 1 COMPLETE EDITION



**"Branches & Roots": A Look at Strategy and  
Competition through the Lens of Business and Sport**



# Branches & Roots Volume 1.1: A look at what we learned in the first 45 of 2014

2/19/2014

## A look at what we learned in the first 45 days of 2014

Welcome to the end of the first 45 days of the year and the beginning of a fresh 45 days that will finish up Q1. We have been spending a lot of time with our clients on the importance the Calendar plays in life, sport and business and thought we would share a bit of what we have seen so far this year.

### FULL DISCLOSURE:

We believe the last thing any of you are looking for is another email from someone telling you about their company. In fact the last thing most of us want is another email. Yet, we are always interested in quality content on subjects we care about from experts, and learning about people or teams that excel is inspiring and can be contagious.

With these principles in mind we offer you “Branches & Roots” an eight times a year “Brief” for the people that make up our network, and what we are learning from them. **Content from you is welcome and encouraged.**

For now the format will be as follows, a short quip about the people we have met in the past 45 days and what we have learned. This will be followed by an **Interesting Articles** section pulled from our network or others that we feel are worth your attention. An **Interesting Books** section for the avid readers in the group with a short review of the selected titles. Finally we will close with a **golf tip**, you will have to guess if the tip comes from Sara or Drew as we all know who is the better golfer in the family...

## INTERESTING ARTICLES

### News from Davos

January brings about a series of summits for industry as well as governments and in the span of a few days 2 very sharp women “in the network” were commenting on the same topic. Cari Guittard posted [this article](#) and Edie Lush posted [this video](#), both of which opened our eyes to some rising tensions between China and Japan. Given that it is the 100 year anniversary of the beginning of WW1 which was supposed to be “short and not too difficult” we thought it worth a look...

### An Interesting way to watch the Super Bowl

Have you noticed that football season is over? Did you watch the Super Bowl? What was better, the game, the commercials or the conversations you had with friends while watching? Our perspective on the game certainly changed after reading Jack Bowen’s [comments](#) that were posted just before the game. Jack coaches in Menlo Park and continues to offer great perspective for all athletes, coaches and especially parents...

## INTERESTING BOOKS

### “David & Goliath” by Malcolm Gladwell

Gladwell starts conversations, and poses interesting questions. His research gets beat up by critics from time to time, but his place as a conversation starter is set. Whatever he writes about, people seem to talk about. His latest book has reminded us that every time we are in an authoritative

position to be more empathetic and mindful of others, and when we are in a subordinate or minority role to be optimistic about our position. The line of the book for us was “David was a slinger.” Here is the [Google Talk](#).

### **“Focus” by Daniel Goleman**

Goleman and his peers are breaking ground in how humans interact with each other and what the brain is doing while we are both social and alone. His earlier works on Emotional Intelligence are excellent. In this book he takes on the trendy topic of Focus and falls a bit short. The second half of the book gets way off base (a bit ironic) but the first half is worthwhile. We suggest watching his [Google Talk](#).

### **Give & Take” by Adam Grant**

This was our book of the year in 2013 (I had to nudge Sara off of a few of her favorite sci fi selections) and I am listening to it for the third time on my walks. Grant challenges you to not get too far ahead in your thinking as he has plenty of twists and turns which is rare in a business book. Are you a Taker, Matcher, or Giver... Which should you be... Can you change... He presents data and stories which will leave you asking all these questions. For a sample watch his [Google Talk](#).

## **GOLF TIP**

### **A Fresh Look at Feet**

How many feet of putts did you make the last time you played? Seriously, add up all the putts you made in feet. Was it 10 feet or 100? What does it take to make \$\$ in the game of golf. You need to be a good putter. Yet most people never jump the shark of taking on the hole because the embarrassment of three putting is too much to handle. Consequently they never really roll their ball with the speed necessary to go in.

Consider this option, look at putting like playing HORSE in basketball. Your score goes into your handicap and your handicap doesn't change much over time. What you feel is more important, and the feeling of a few 15 foot or 30 foot putts that go in lasts for a very long time.

So be a shooter, look at your 12 footers as free throws and roll your ball for the joy of making a shot. Your 3 or 5 footers coming back...just watch the line as the ball goes past and you just gave yourself a great read on the line.

# Branches & Roots V1:E2, Who is in your Final Four....of all time leaders?

4/2/2014

## Who is in your Final Four....of all time leaders?

Welcome to Spring, the beginning of life in the garden, little baby ducks swimming in the ponds, and College basketball's Final Four.

In early March We went to a conference where the topic was "Leadership". This got us to thinking, who are the most important leaders of all time?

We have a "One Question" survey [here](#) and would love your thoughts. We will summarize our findings in Mid-May.

As for the team at Banyan we covered a lot of ground in the last 45 days, met with a series of very interesting people and found a few items we felt worthy of sharing with our network. We even found a tagline for the company "Corporate Training & Custom Coaching". Sticking with the format, please enjoy the most recent set of Interesting Articles, Interesting Books and a Golf Tip.

### INTERESTING ARTICLES

Anyone have a kid going off to college? It appears you might be on the Hook for more than you thought.

Thanks go to Steve Cutcliffe for [this article from The Atlantic](#) which profiles how each year the same "accidents" keep happening. What's different is where the buck is stopping after the accident. So for those of you with high school students add this to the ever growing list of "things to talk about" before sending them off to the Great American Extended Adolescence Experience known as an undergrad education.

What about if you know someone whose child didn't get into the school of their choice... Turns out getting into elite schools like Stanford ([read their attempt to explain why here](#)) is becoming more and more of a random process. Who knew growing your student base at 1% when demand is growing at 500% (exaggeration intended) might create some problems? Aside from sharing the facts with the teenager and dealing with it yourself, here is a great post on Resiliency and Grit. We love these words and think they can create contagious attitudes....[Got Grit?](#)

On the innovation front it turns out SHOP CLASS maybe making a comeback... In the 70's and 80's shop class was a time to make things, break things and work a different part of your brain. Most of them are long gone, but with the groundswell around 3D printing we think SHOP could be making a comeback and here is an article on the 10 industries that 3D printing may disrupt. [Read the article here](#)

### INTERESTING BOOKS

["Moon Walking With Einstein" by Joshua Foer](#)

This book has changed the way I open up my public speaking engagements. It's fun to give everyone a memory palace trick to remember my key points with an image positioned within a place they know really well like the front door of their home. Joshua Foer actually won the US Memory Championships (yes there is such a thing) some years back after covering it as a journalist. These

memory stars can take a deck of cards and within 3 minutes have it memorized....wow! How do they do it? With a memory palace. Here is his [Google Talk](#).

#### [“Makers” by Chris Anderson](#)

Chris Anderson is a former editor at Wired Magazine and the Author of an earlier book [“The Long Tail”](#) In which he outlines a look at what I was showing you in my earlier parent/grandparent example. In “Makers” he shares his vision for the future of small batch manufacturing in the United States and how a new generation of hands on Entrepreneurs will form. We think this concept of merging manufacturing with software and giving customers’ choice has legs. What do you think? His [Google Talk is here](#).

### **GOLF TIP**

#### **A Tip from an Ol’ Cowpoke..**

Sara and I recently went to a dinner to celebrate the coaching career of Wally Goodwin. At 87 Wally still has a twinkle in his eye and 20 of his former players joined 50 more of us for a night of humor and memories.

Sara’s golf career was started from a golf class she took from him at Stanford and the rest is history... Known for his sayings and his success, he was also one for unique training tips and techniques.

So how do you recruit Tiger Woods, Notah Begay, and Casey Martin? You look for good athletes, strong hearts, and you believe in people. In addition, you keep the attitude light, and the pace quick. Wally believed you shouldn’t take too long to play a shot, and that you should have “A Shot” you were going to play most of the time. We agree, get to your ball, get a number, picture a ball flight and then go for it.



# Branches & Roots V1:E3: What is Your Model for Success?

5/20/2014

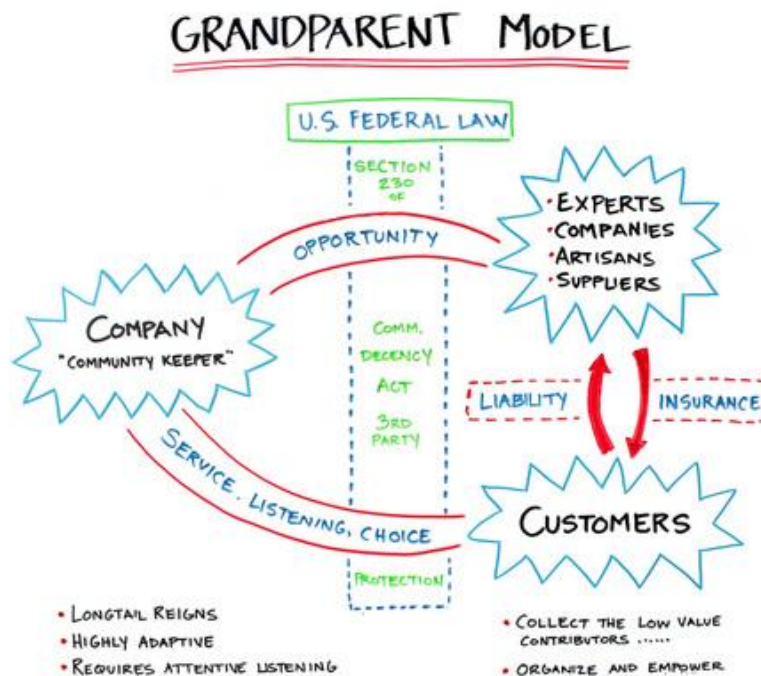
## What is Your Model for Success?

Welcome to the 4th quarter for the first half of the year. We have noticed in past years that this can be a time full of ceremony and also when people start to get that "itch". The weather is warming up, or is already warm and summer is within reach. What will you be doing this summer to tap into your re/creative mindset?

With the help of some friends "in" the network and some new relationships we thought it would be fun to share what we have learned in the areas of Winning Business Models, Leadership, and your Brain.

## Winning Business Model

On the Business Model Front, we have noticed that some really big companies are being built around something quite simple, we have come to call this the Grandparent Business Model because Grandparents do a great job of creating an environment where the parents and kids can be together, and in a sense they are just the community keepers. We have noticed friends like Andy Kurtzig (with [www.justanswer.com](http://www.justanswer.com)) and Rob Kelly (with [www.ongig.com](http://www.ongig.com)) building companies with this theme. If we all participate in communities, could you create one? Here's our whiteboard wall art to capture it.



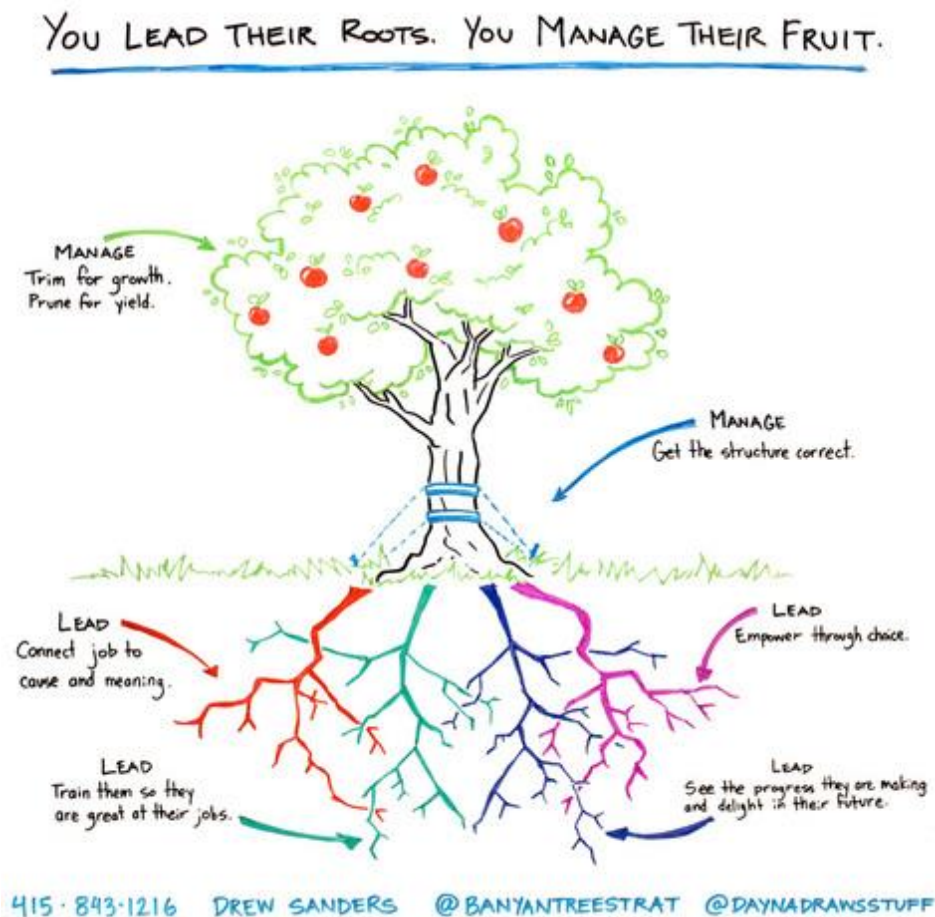
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## Bill Walsh on Leadership....

On the Leadership front we learned a bit about Bill Walsh and how he approached group dynamics from an interview we had with Sports Psychologist Glen Albaugh. Turns out Glen and Bill were life-long friends dating back to both of them coaching at Fremont's Washington High. Glen shared that one of Bill's almost natural behaviors was to respect everyone, never take away a person's dignity, and in between use wit to keep it interesting and use his drive to challenge people to bring their best. What a fascinating recipe. R to the D with W to the I and C to the B.

We think this is very portable to many environments, how about you? Here is our view of tapping into people's extrinsic and intrinsic motivation as it relates to management and leadership.



## What is your Brain's Processing Power?

The subject of the brain was at the center of our time with Glen Albaugh, author of [Winning The Battle Within](#). His study of how your executive, emotional, and imaginative quadrants function at different times have application in both sport and business. Being able to move from the executive to the imaginative while being careful to not let the emotional high jack the proceedings is no easy task. This is especially true when the stakes are high and time is short. Glen's writings and work have him at the forefront of this area and we recommend reading his thoughts which he publishes here at [www.wbwgolf.com](http://www.wbwgolf.com).



## Interesting Book

The [Lean StartUp](#) by Eric Ries

We are sure many of you have already read this book but we had to share that not only is it a good read, in the last few years a conference has been started around the "Lean" movement and the father of that movement is Steve Blank who teaches at Cal and Stanford. His [talk at the conference](#) is worth a listen and is applicable for people in all types of industries, not just software.

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## Golf Tip

### DON'T BE A HERO!

A common mistake that will crush your score for all golfers whether scratch or a 20 handicap is trying to pull off the 'impossible' shot when you find yourself in trouble. Everybody has been in a situation where they see that magic 3 foot window in between tree branches and your mind pictures the miracle shot that slides the ball perfectly through and onto the green. Well guess what.....99 out of 100 times for the average golfer you will hit the tree and end up most likely in worse trouble. So if you are really trying to work on your game and bring your handicap down, don't get out of trouble by making more trouble. Instead think ahead to how you can minimize the damage by making a smart shot and heading to the next tee with just a bogey instead of a frosty snowman. It may not be the daring way to play, but you won't be shaking your head at the end of the round saying, "if only on that one hole..."

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## Survey Results and New Question

The results were interesting on our survey for your All-Time Leaders - Mom, Dad, Jesus, teachers and world leaders were the winners. Wonder why there weren't very many bosses on the list, what does that say about our workplace....shouldn't a boss be a mentor?

Speaking of Model's, we would like to hear from you. What is your secret sauce or recipe for success? (<https://www.surveymonkey.com/s/BTSsecretsauce>)



# Branches & Roots V1:E4: Give Me Liberty Or Give Me Death

7/24/2014

## "Give Me Liberty, Or Give Me....."

Welcome to beginning of the second half of the year. We hope this email finds you getting a chance to enjoy the long days and warm evenings with family and friends. The next 45 days are an excellent time to plan your moves for the second half of the year and if you are brave, peek around the corner into 2015. The team at Banyan found their way into some interesting rooms and listened to some excellent commentary, we wanted to pass along to you what we learned.

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## "....Death." What does Patrick Henry's famous line have to do with your ability to rent a taxi?

We are fresh off a week-long trip to Washington DC and Colonial Williamsburg, and our thoughts have turned to Patrick Henry's commanding line in the Virginia House of Burgesses as the American Colonies marched their way towards Independence. The historical sites such as Mt. Vernon, Monticello and Williamsburg do a fantastic job of recreating the environment and the stimulus that surrounded the beginning of our country 238 years ago.

What hit me coming from the land of innovation and independent thought was that maybe there is a sliver of a connection between the current revolution of "freelance workers" and our founding Colonies. The Colonies suffered under a mercantile system that hemmed in their ability to grow and was set up to fill the coffers of England. Laws like the Stamp Act of 1765 were passed that limited the Colonies ability to accumulate wealth much the way industry regulation over the last 100 years has made it difficult for individuals to participate in a trade vs. companies.

Looking for an example? Just follow the experience and short history of "Transportation Network Company" UBER. In a sense they are just a nice taxi or limo service and really not that many of us have been worried about the number of taxi's available or the costs of them once you are inside. You either can find a Taxi, or you can't, and the fees while oddly calculated have a "fixed" price.

That fixed price and the odd fees, especially if you get picked up at the airport are where things start to look like the 18th Century in America, and the fact that sometimes you can't find a taxi also has a lot to do with regulation. To read more about this [click here](#).

Our focus centers in on the regulation being similar to the Taxes of old. Currently, the regulation that exists in running a Taxi business, a Hotel business, or a School has been built up for the last 100 years by special interest groups funded by the largest companies in those industries.

Competitively you can't blame them, they are just shoring up a left flank, as it were, to make it hard for new players to enter the market. Yet at the very moment that new players can't enter a market is the second that choice walks out the door and when choice is gone.....well you can see where we are headed.

Choice has a friend in technology and the future looks interesting. In the past decade venture backed companies have started to leverage mobile technology to connect millions of buyers and sellers of goods and now services. Enter the UBER's, the AirBNB's, and The Khan Academies into

these old regulation laden service industries and let us watch as the millions of competent individual actors (and some not so competent) come rushing in to serve you; the car riding, bed sleeping, and learning public.

Maybe it is a leap to correlate the two but the next time you are really in a pinch to get somewhere, are you going to stand on the street corner hoping a cab comes by? Or are you going to pull up your UBER app and within minutes have a clean car with a driver who cares a lot about the customer experience rating you are going to post after she drops you off.

Liberty may have many names; we think one of them should be called choice.

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## Competition: Does It Fuel You, Or Drain You?

As spring turns to summer most sports offer us a “Major” championship to follow. Media channels abound and the actors in these live dramas have massive exposure. The narrative of live competition is a draw to a huge percentage of our population and if you follow a sport like Golf or Tennis you can even go out and attempt to transfer some of the magic into your own game.

Yet most of us “compete” within a social context, few of us really play a sport for a living with people we don’t know, and once you have a social context much of the game gets tilted on a new axis. This new axis is very familiar to most as it is similar to our work life where your performance is all relative to the structure of your enterprise. (Don’t show up your boss etc.)

Add to this interesting fabric the dynamic of youth sports and it is hard to get a consistent definition of the word “competition”. However, because we study the performance of self and as a part of a team, we dove headlong into the matter and have some interesting conclusions to share.

One of America's best youth advocates and former NFL All-Pro Joe Ehrmann wrote a book in 2010 called “InSideOut Coaching”. On page 213 he gives us the etymology of “competition”.

“The root word of “competition” is the Latin word “petere”, meaning to search or strive for. Most often it is used in the context of striving or searching for something of value or excellence. The preposition “com” means together. So literally, competition can be defined as a “mutual quest or striving for excellence.”

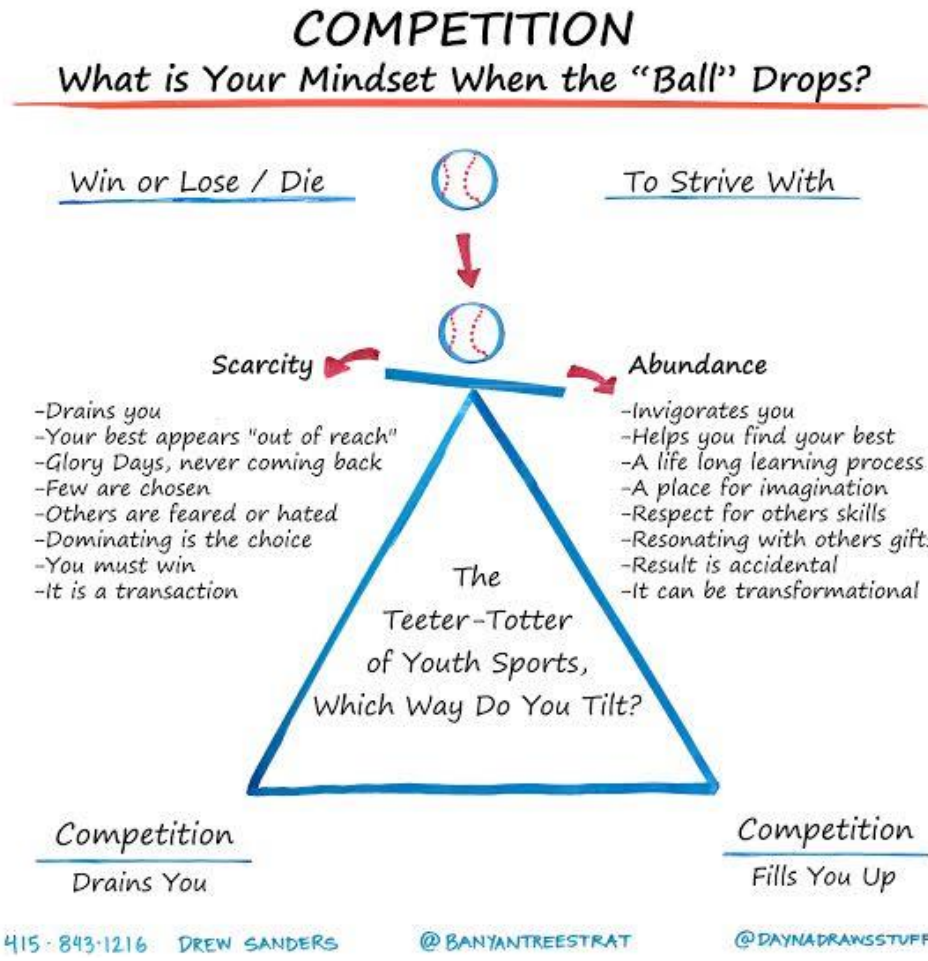
In short, it means “TO STRIVE WITH”. But what a minute, I thought we competed AGAINST others, not WITH others. Well, it turns out it depends on your point of view.

We have noticed that if you watch the players on the biggest stages you will see a kinship, a fellowship where they realize they need the other person or team to get to their best performance. Russell needed Chamberlain, Magic needed Bird, and the 49'ers needed the Cowboys.

However you have to look for it, because standing between you and the players are the announcers and a media bias that we, the viewing public, won’t watch a match that doesn’t have conflict or acrimony, and maybe there is some truth to that. With this thought in mind they add their words to the affair and so extends the narrative that “these guys hate each other” etc. So builds the compete AGAINST story-line.

Getting back to youth sports, which definition would you like to pass on? If the **dropout rates** in youth sports are any indication, it appears the AGAINST story line doesn't sit well with our children, as up to 70% are out of organized sports by 13. It turns out that the kids leave sports because they “stop being fun” Really, isn't that the whole point?

We would like to offer that you consider looking at your competitive efforts through the “Strive With” lens and see if it in fact helps you enjoy competition more. The attached graphic shows how a simple switch of the mind can make a big difference.



### Interesting Book

**"Quiet"** by Susan Cain

Yes, we can hear you chuckling, was Drew doing opposition research by reading a book about Introverts? No, this book was referred by a friend who shared just how impactful the quiet half can be to an organization when the leaders engage them fully. While certain parts drag on, we highly recommend this book for both “verts” as we need all parties making a contribution.

Here is her [@Google Authors Talk](#)

## Golf Tip

### Want To Hit It Further??

Check your feet.

- When it comes to your tee shots, remember that tee height and ball position are very important. Have half the ball showing above the driver. Position the ball off the left toe
- Your stance should be shoulder width and a little knee flex is a good idea as your balance is really the key to staying on plane while you swing your 45" Driver upwards of 100mph.
- Take your stance and then grab the head of your club and swing the grip a few times to get used to swinging something super light, now take a few practice swings the normal way and you will have a good warm up to rip it while still staying on the ground in your follow through.
- After contact, remember to "Stick the Landing" which means hold your finish until the ball lands. This gives you great feedback through your hands and feet so you can adjust for your next shot.

**[Click On This Link for a Video Demonstration](#)**

# Branches & Roots V1:E5: Did You Notice That Fall Starts.....

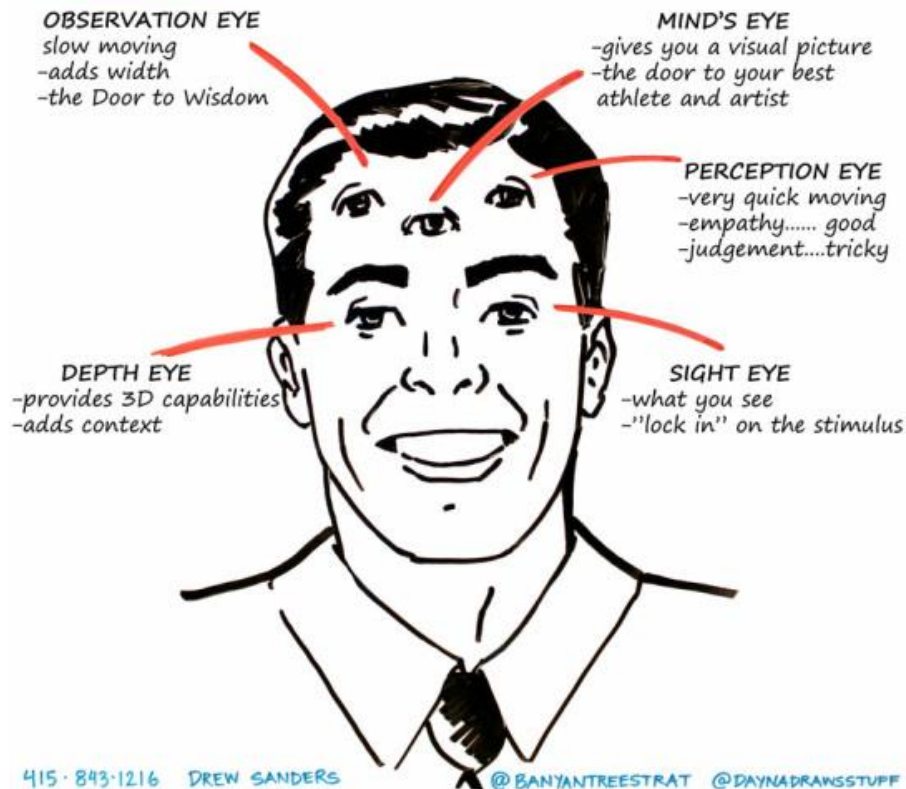
8/18/2014

## Did You Notice That Fall Starts Monday...

Monday marks the beginning of one of the most important 3 month work periods of the year, yet most of us miss it as we attempt to chase the last bit of summer. With schools pushing their start dates earlier and earlier, this Monday brings the return of most decision makers to the office as they rally the troops for the "Fall Push". Which takes us to the thought of our 2014 goals.

Did you have a goal for 2014 that got off to a great start but through the summer that goal suffered a case of Top Gun's classic song, "You've lost that loving feeling"? Well, you are not alone, and hopefully with a little advance planning and some good execution you can get your groove back and finish the year strong. Here are a few of the things we learned in the last 45 days, and we hope one of them helps you stay on track to finish 2014 well.

## Do You Have An EYE For That?



## Golf & Leadership Tip

### The "Eyes" Have It

Have you ever walked into a dark room and known where to go? If so you were using your "Mind's Eye". Fortunately this same eye that knows where the light fixture is in the dark room can also picture where the hole is when you leave the target and come back to the ball.

Combining your sight eyes ability to lock in on a spot with your mind's eye unseen knowledge of where the hole is has proven to increase your performance in putting. Here's some interesting research on the **Quiet Eye** in putting. The research shows that low performers eyes are moving all over the place, so lock it in and then let your inner athlete roll the rock towards the picture in your head.

With respects to our 5 eyed man above, if you are leading a team, you might need to add a few more eyes to your head. Your Observation eye gives you breadth and affords you wisdom. Your Perception eye is super-fast but can lead you down a dangerous path, see if you can suspend judgment when at all possible and notice how it has a positive impact on your team.

Feel free to share this image with your team and then see if you can lead a discussion on values and communication from it. We would love your feedback on what transpires.

## Rhythm is Momentum's Cousin

Getting back to those 2014 goals, have you noticed that summer time with all its fantastic experiences, sun burns, and skinned knees is kind of all over the place? We think summer is great, and reflection and recreation are vital components to any long term plan for performance, but all of that change of direction can throw your rhythm off.

Why should you care about Rhythm? Because, in a way Rhythm is Momentum's cousin and we LOVE momentum. Another group that likes Rhythm are decision makers and business leaders, and in the graphic below we share what we have found are the best times of the year to meet with a leader about a new idea. You will notice that the first half of the year has 50% more time to get a hold of and meet with a leader. With this knowledge in hand, we encourage you to be in the marketplace with your visions and plans now, as you are in a race with the clock to meet prior to November 15th.





## Something New Learned Around Marketing and Sales

On several occasions this year we have been asked by companies to help them grow and train teams on tactical concepts. In the course of helping these groups we have started to notice that the wall of resistance to an offer of any kind is at an all-time high.

Caller ID allows us to screen our calls, and most emails are deleted before they are even read. In fact with 100 Billion emails a day being sent, who can blame us, as there is no mail room for email, it's just you, your iPhone, and your thumb deleting your way to an early carpal tunnel surgery.

What has changed in the favor of the marketer and sales teams is the volume of information that people have decided to share about themselves online (LinkedIn and Facebook are examples), and what appears to be an unending amount of information that we are willing to store in our brains on what appears to be random information. For example, the score of the local little league baseball games, or a remote friend's recent trip to Hawaii.

With these two trends growing, we learned that meeting with people you know in a social setting and catching up has some new found benefits. First, you are with someone you like, and second, if you ask them for information on a few impending events you are tracking (like do they know anyone who just got a new puppy) you will often times be rewarded with an introduction.

Think about this within the context of a work initiative. Could you meet with people you know and check in with them on a regular basis to prime the pump on what each of you are currently working on? Of course. Do you? Well....maybe not as often as you would like and you wouldn't want to impose...

However, social norms are changing and we know more about our networks than ever before. An introduction based upon an impending event (like we are looking for a Golden Retriever Breeder, we really are by the way so please help if you can) can actually really pay dividends and now the introduction is not based upon the friendship (which is awkward), but on the event, which is so much safer. Got a thought on this, please share with us [here](#).

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## The Talent Paradox

Are you good at something? Are you just naturally good, it comes easy, you have that great combination of equipping genes and an interest? If so, and we believe that everyone is talented in some area, then we think you will identify with our next thought.....what happens when you meet your match? Do you quit? Do you sulk?

We have, and it is a long ride home from the pool, golf course, or school play tryout. That thing that is your thing, that underpinning of your ego suddenly has a crack in it and it shakes your confidence. Carol Dweck (book [Mindset](#)) at Stanford has built quite a following from her research on her students and how this elite group are really challenged when they find out that along with their talent they need to add in something called grit and perseverance. We are big fans of her work and suggest you watch her [recent talk here](#).

Looking at this a little further, we would like to hark back to the fable of the tortoise and the hare and to our own self talk when we come across a situation where you, a coworker, or a child is not great at something early, and what we can learn from building the foundation of performance block by block like the tortoise. Dr. Ken Robinson in his book [Finding Your Element](#) shares example after example of gifted performers who eventually learned how to go from good to great by taking tiny



steps forward and then falling back to get to the top of their field. (**Ted talk**)

We think this struggling across all facets, not just those things you do well, are wonderful opportunities to build your ability to hone a habit or a skill and that your self-talk at that very moment of failure can make all the difference. So look for the failure points, not just in your talent areas but in your weak areas as well, and realize that in everything performance comes from practice and a will to fail, learn, adapt and then proceed forward. We encourage you to go for it.

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## Interesting Book

**"The Score Takes Care of Itself" by Steve Jameson and Bill Walsh**

Steve Jameson was very close to John Wooden and wrote several books with him which led me to this little known 2009 publication. For any 49er fan who remembers the early years, this story will give you a glimpse at how much time Walsh took to prepare for every detail that went into the 49ers success. Walsh's focus on culture is inspiring and we recommend the book. On a more technical note, here is Coach Walsh's Master's thesis from 1958 at San Jose State where of all things he **writes about defense**.

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## Final Thought

Do you have a subject that you can talk about for 30 minutes? If so, we may have an opportunity for you to guest lecture at one of the online universities we are building for several companies. We can't send a limo to pick you up, but we can give you the chance to hone your craft and get feedback on your speaking and teaching skills from a global audience of workers that range from software developers to professional service providers. Please **send a note** if you are interested. Thanks and bring on the Fall!

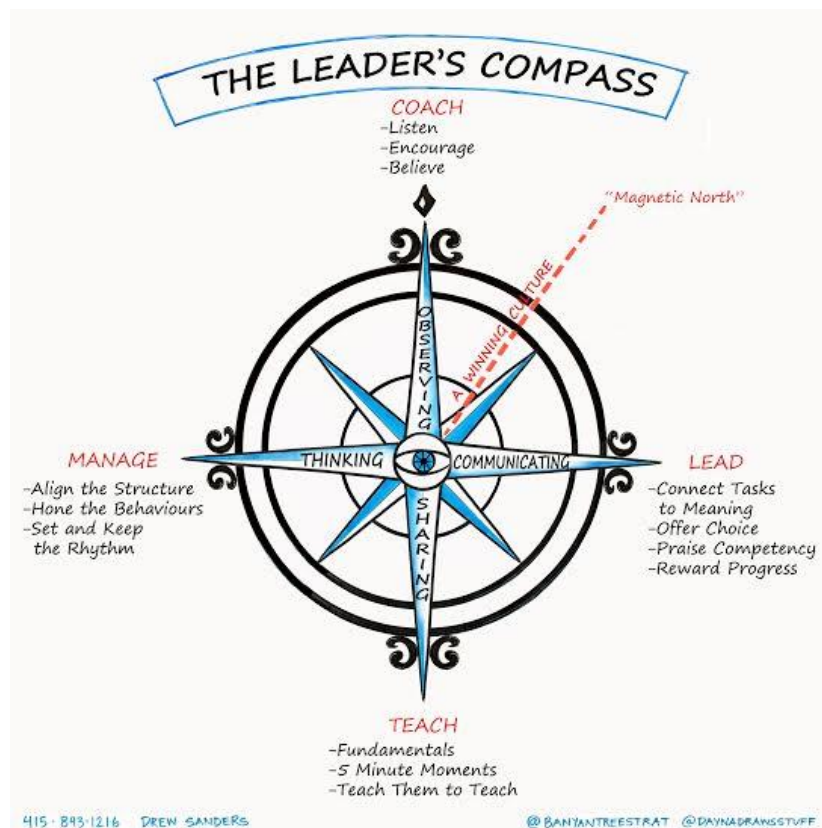
# Branches & Roots V1:E6: Learning To Look

10/4/2014

## Learning To Look

As October brings its chill in the air and Halloween decorations start to pop up out of the ground, we have noticed the business and sport community are out in full force. Sharing with you what we have gleaned from both has quickly become a favorite pastime.

The theme for this edition is leadership, communication, and power because we have noticed that when power is distributed it starts to impact communication and this becomes a leadership challenge. You are all leaders, even if you are only leading yourself, and as such we have come up with a new image for you centered on the compass. At the center of the compass is an "eye". We put that there to remind you to "look" first and then act.... Communication continues to be a thread we see that really matters at work, especially when working with a chain of command, but what does it mean when your direct reports are all silent??? Finally, we have a great book to recommend for anyone who works with Millennials and we finish with a deep dive on the Ryder Cup.



## As A Leader, What Is In Your Toolkit?

### The Leader's Compass

What do you use to navigate the storms and the seas that come with organizing and working with others? Our research is showing it is part head, part gut, part eyes, and part heart. In looking for an image that we thought would convey all of these the compass came to mind, that little device that helps you stay on track when visibility is low and the future uncertain. We will be adding more detail to the action phrases associated with the different directional points and welcome your [feedback](#) on how you Coach, Teach, Manage and Lead.

Of note is that half of the compass requires silence from the leader, this maybe your strength or your greatest challenge, regardless make sure you have a trusted colleague who can give you “true” perspective on whether you need to speak up, or be silent.

For more selections from our "The Banyan Brain" whiteboard art visit [HERE](#).

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## Learning To Look

Recent client engagements have had us working with managers and employees on how poor communication can lead to productivity challenges and eventually hurt the bottom line. Which led us to an interesting finding. The VitalSmarts team has compiled over 25,000 hours of research that shows that when the boss is in dialog on work matters with direct reports 90% of them will remain silent on most matters if they feel even a hint of tension in the subject matter. This struck us as significant because there are moments of tension in a workplace every day and often times the boss feels that lack of communication equals affirmation. In fact massive amounts of data and feedback are being missed.

So if you are the boss and you are getting a lot of silence.... you might want to “Learn to Look” at those faces again and then think through how you are going to build a safe environment to get the data and insight from your team upstream.

If you are in a low power situation, we think you might want to invest in mastering your dialog skills and learn how to effectively share with your peers and the boss. Being in the 10% who can communicate when tension is in the room is a vital skill and could have a major impact on your influence.

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## Interesting Book

[The Alliance](#) by Reid Hoffman, Ben Casnocha, and Chris Yeh.

Two years removed from “[The Start Up of You](#)” this team has come up with another winner. [The Alliance](#) is a great quick read for anyone who wants to work with the Millennial generation. This fresh look at the failing employment contract and how to build a team based upon mutual goals and agreed upon time frames is quite appealing. LinkedIn’s exemplary employee surveys show how a public company can be run this way, and if you are hiring or parenting a Millennial we recommend you read this book.

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## The Many Faces of the Ryder Cup

Reading faces is a primal skill, and most of us actually can remember a face much easier than a name. So what does your face tell others? The research shows that your face is the canvas by

which your emotions and thoughts are shared. This can be a troubling fact if you are not ready for others to know your thoughts or position on a matter. The word “leaking” has been used by Adam Grant of The Wharton School to describe someone who is showing or acting out their true feelings relative to their normal more managed expressions or behaviors. Now think about faces in the context of the world of sport where you have millions of eyes paying attention to the faces of a few performers. What if you’re the competitor and you weren’t so sure you were ready, what should your face look like?

Given our love of golf we turn to the Ryder Cup and offer you a few examples. [Click here to read our insights on some players at the Ryder Cup....](#)

The Ryder Cup left us with many questions and it was fantastic sport theater. The competitors are to be thanked for their willingness to go for it in front of millions, consider that for a minute. Back at The Banyan Headquarters we continue to love to perform and appreciate others attempts to perform at their best, regardless of setting or task. We also want to find a way to get there time and time again hopefully without [cortisol](#). What is your pathway to your best, what is the recipe that makes your best fuel for the fire? Give us your thoughts [HERE](#).

# Branches & Roots V1:E7, A Time for Thanks and Giving

12/5/2014

## A Time for Thanks and Giving

Have you turned your heater on yet? Raked a few leaves, or thought of going skiing? What about those holiday plans? For some they have been in motion since Dec 26th 2013 as family members seek stability and to keep routines in place for another year. All these conversations and feelings tell us that the final 45 days of the year are here and with them the opportunity to say thank you. It is also a time for giving and we offer our latest thoughts and insights learned below. We tackle the subject of innovation, share what we learned from coaching over 250 hours of youth sports, and have procured a gift for you that might come in handy while you are shopping for some gifts of your own.

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### Is Innovation an Issue?

For many, innovation is a huge challenge, while others seem to surf on its edge like a short board savant. Innovation, like a wave, is about change and change can be rough, especially when you have things just the way you want them. The study and practice of a business is often described as the breaking down of processes to improve on them so that more margins can be procured while still enhancing the customer experience. Curiosity reigns in both the act of improving a process and of listening to a customer, yet they are described by their owners in very different terms. The left brain business process Queen is endlessly curious how to improve a supply chain for efficiency sake, while the right brain idea generating Prince ends up lost in thought studying a customer's experience. Quick question, do you think this Queen and Prince can see the curiosity in each other's actions? Our experience says it seldom occurs.

We had many interactions this year that were leading us towards the previous statement, but listening to one person in particular made a difference. Mike Maddock of Maddock Douglas told us to look for the tension. We think you should look for tension in two places. First in your leadership team, seek to create a healthy tension between your smart creative types and your puzzle fixer types. As the leader take the time to help them both see the genius of the other and push them to be constantly curious both in their pursuits and the understanding of others. Second when it comes to innovating as a company, look for tension in a customer base and see where your skills and experience overlap. Add in some listening exercises and then create an offering or product that solves for the tension. When done correctly, the socially connected customers will tell each other and you are off to the races. Want an example, think of the people who could have sold you a blanket, but instead cut two holes in it, called it a SNUGGIE.... [Watch Mike's talk here.](#)





## **A Hard Truth for the Boss.... Your B players could be A's if you were better at Your Job.**

In 1999 Peter Drucker wrote an essay for the Harvard Business Reviewed titled "Managing Oneself". We use it with almost all our clients regardless of engagement. In 'John Wooden' speak it is at the base of our Pyramid of Success. Drucker asks a series of questions of the reader and one would expect that the motivated worker would be compelled to implement what she has learned and share with others her answer. Drucker's logical explanation is sound, well written and his authority as a leading thinker is beyond reproach. So why doesn't it work? Because it doesn't feel good, and it might not be safe...

Drucker's logical argument sits right in your teammate's brain and waits, it waits for an emotion to kick it into gear. This emotion accounts for up to 60% of the missing engagement reserves that plaque our workplace today. Managers are responsible for creating the secret sauce, for having insight into what makes their people tick and then making it safe for the worker to implement Drucker's insights and to strive and reach.

In looking to study this on a first hand basis and because we have the right age children we have volunteered as a youth sport coach for over 250 hours this year. In both recreational and select team environments we have observed the massive range of engagement levels based upon the child's connection to its team and its coaches. 'A' players can perform at a C level in the wrong environment, C players can improve to a B level with the right teaching and if they are in a "safe failing" team setting. What we can learn from 10 year olds is that they are socially aware and they engage and disengage quickly. Add the right leader and they shine up, add the wrong one and they fall to pieces.

Which brings us back to the challenge for the manager when they sit down to do performance reviews. It is easy to give that person a C player label and disparage their commitment to the team, when in fact that is the very moment the boss needs a quick look in a "non-skinny" mirror. It is easy to say we need more A players around here, and of course we have the ghost of Steve Jobs espousing "My A Players stole your B Players lunch money yesterday and there is nothing you can do about it".

But there is something you can do about it, you can strive to get better at making it safe for your team members to share their answers to Drucker's questions. With the right mindset, you will seek out opportunities to help your team trust each other and pick each other up after mistakes. You will serve the team and the more you serve the team, the higher their engagement levels will reach. It is a long hard look in the mirror when your team is full of C's and B's, and yet we encourage you to invest in your team as a teacher, coach, manager and leader. You can get better and so can they.

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## **Interesting Books**

[How Google Works](#) by Eric Schmidt and Jonathan Rosenberg

In an interview with NPR Eric Schmidt was asked why the world needs another management book, he responded by saying, "Well it is my first management book". We say bravo because a look inside how Google is getting people to work together in today's environment is relevant to many. The book lapses at times, and yes you can try a lot of things when you are disrupting the 495 Billion dollar global advertising industry, regardless most of us can benefit by reading how Eric and his team are keeping house currently. Our favorite line is from page 137 when they tell the reader to write down. "What will be true in 5 years?" Ask around, you might enjoy the answers.

## Zero to One by Peter Thiel

Listening to Peter read his [Zero to One](#) book on our Audible app has given us our best chance of digesting his thoughts. For those of you who learn best by reading, please share with us how many times you had to re-read sections. We are guessing it might be more than a few. It is fitting that we review this book in our innovation issue as Thiel challenges the reader to innovate, to bring something new to the party. As the founder of Pay Pal and a successful backer of Facebook he has the credentials, and the first half of the book is on target. The second part wonders but the book along with [The Lean Start Up](#) by Eric Reis will be in any entrepreneurs' library. Key take away, align your teams interest with equity in the company.

## Ending With A Gift

Banyan Tree Strategies is finishing up its 2nd year and we are very thankful for the support from our readers and clients as we have created the Banyan Tribe in 2014. A founding member of our tribe is Daniel Neukomm who is also the CEO of [The LaJolla Group](#). They have created a 40% off coupon at all their sites for the next 45 days. These include [O'Neill](#), [Metal Mulisha](#) and [FMF Racing](#). The Code to use is BANYAN. Thanks to Daniel for passing on this great deal and thank you for your contribution to our Banyan Community.

## Are You Missing Our Usual "The Banyan Brain" Whiteboard Creations? Here are a few old goodies, or click [here!](#)

