

BI Radio

Episode 6: Love and other Killer Apps

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Station ID: This is BI Radio.

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Montage:

- You're 24-7 Crackberry Nation.
- I think that cold business is dead.
- Participate in the end of suffering.
- You've got to talk about it and you've got to give it away.
- We shared a vision.
- It's a never ending story.
- It's hard work, but it's not a problem.
- We're learning because we're not afraid of doing things wrong.
- The shame of the whole thing is a good incentive.
- That introduces some more concerns.
- What happens then?
- So let's start with that.

(00:32)

Ken Seeley: Hi there, and welcome to BI Radio. I'm Ken Seeley. On the show today, Love and other Killer Apps. Where to find love. How to give it. And why it can quicken the pulse of your performance management journey. Delaney Turner finds love in Sweden in the Office of Finance. Anastasia Valentine finds another reason for people to fall in love with their Blackberries. First up, the business value of being a Love Cat. Kelsey Howarth talks to author Tim Sanders on the meeting of Biz Love and how to end suffering with a performance management solution.

(01:13)

Kelsey Howarth: Hi. I'm Kelsey Howarth. Over the years there's been no stronger advocate for good values in the business world than Tim Sanders. Tim is the author of the New York Times best seller Love is the Killer App and the Likeability Factor. The basis of both books is drawn from his deep experience with cutting edge businesses such as Dell, Intel, Broadcast.com, and more. Most recently he served as senior level executive at Yahoo, serving as Yahoo's leadership coach and chief solutions officer where he oversaw next generation marketing programs for world class brands. Here he joins me to discuss love, likeability, and how a little more compassion can create true competitive advantage.

(02:03)

Kelsey Howarth: You're a bit of a renegade in the business world because you talk about the combination of business and love. Can you explain to us what Biz Love and a Love Cat is?

Tim Sanders: Biz Love is a term that occurred to me several years ago to describe a business relationship where I am committed to your growth. And that's what I do in our relationship: I promote your growth intelligently in a win win sort of way. So Biz Love could be mentoring an employee in a way that not only promotes that employee's personal growth, but increases the value of that employee to the company. Another example of Biz Love could be networking customers together that should meet and expecting nothing in return. Putting them together increases the size of their network and their capacity, so that promotes their growth. It also facilitates good will of customers or partners which is good for the business. So it's a balancing act I've learned, but it requires two simple components: promoting the growth of others, and win win for the company. Love Cat is just a phrase I use to describe a business person that is so generous in his or her workaday you scratch your head and you wonder how they get ahead. But what you find is that they're frequently described as lucky. A lot of great things seem to fall into their lap and a lot of people are very generous to them. And it really is because they give. And the first time that I thought about that phrase is when I met Herb Kelleher in Southwest Airlines. I just thought he was this old cagey tiger, but what a good guy. What a loving, sweet, compassionate, hug an employee or a union boss guy. And I said, "That guy is like the lyric in the Cure song 'we move like cagey tigers, yet no two can get closer than this'", and I thought that a Love Cat was something that was certainly to be respected.

Kelsey Howarth: One of the steps that you outline in order to become a Love Cat is not just acquiring knowledge but sharing it widely. Can you explain why the transfer of knowledge from business books is so strategic in your method?

Tim Sanders: One of my favorite non business books on the subject of compassion is the book Love, by Leo Buscaglia. One of the things he says in describing one person who would fit my model of Love Cat is that he says, "this guy wants to be the greatest so he can give it away". And it's a paradigm. What I've learned is that the modern business books offer a really succinct and well researched glimpse into the future by looking into the past. And the more you read them and the more that you take on an adult learning program on your own, the more you understand change. And as you pass that around either inside or outside the company what you do is you help other people deal with change and manage change. It's one of the greatest ways to add value in such a fast velocity economy. So that's why I say that one of the most effective things you can do every year is to read one book a month that deals with the change native to your industry, your business, or even your organization, and then share that with at least four people. Because in the book I describe this idea that you've got to gather information. You've got to process it. You've got to talk about it. You've got to give it away. And what you'll create in the long run, and when I say the long run I mean a year or two tops, is you'll create what I call a virtuous circle of information that seems to come to you faster than you can give it away. And when I first started to practice this system a few years ago I had my small network of friends, my searches on Amazon, my trips to Barnes

and Noble to create my intelligence on which business books were going to be value added and which ones weren't. But as I begin to be more generous with every person I came in contact with about the book that I had been reading, and I became rather prescriptive to people that you should read this book etc., they started to reciprocate. So all of a sudden as I gave away knowledge I got tremendous real-world feedback about whether those books were valuable. And then I got fresh tips from other people. So now, I am swimming in great information that far exceeds what I've given away over time. And that's really how that works because people do reciprocate.

Kelsey Howarth: The final step in becoming a Love Cat is showing compassion. But I wonder, are workplaces becoming colder? Has being professional become an enemy to compassion?

Tim Sanders: You know, I think we live in a new world, post 9/11, post tsunami, greenhouse world, and social justice where people have been more aware of this than ever. I think that cold business is dead. I think that if anybody listening or hearing this interview, if you check this e-mail at home, home is work. So you tell me: Is home cold, or hot?

Kelsey Howarth: It's hot.

Tim Sanders: Because that's the problem is that we don't work in a 1960s office environment where you put your jacket on at the end of the day, go home, play with your kids, and not think about it until the next day. You're 24-7 Crackberry Nation. So work is home, and home is work. You have one life to live. So the real question is are you going to let work make you cold at home? That's the real question. So what I've learned is the value of compassion is a simple idea that your mission in life and business that connects that one connecting mission is to participate in the end of suffering. So when I talk to companies like Cognos, and I think about what you do for your customers, you eliminate various forms of suffering related to running a business. You eliminate uncertainty. You eliminate gaps of knowledge. You eliminate disconnection between data and wisdom. You eliminate a lot of the aches and pains that the average business person has to deal with, and that is a tremendous value proposition. Well, I think you have to take it down to an individual level. When I think about how I lead and manage people my job is to participate in the end of their suffering, and we would participate in the end of the suffering of our clients and solve their problems. Because believe it or not, most people devote most of all their waking energy to eliminating suffering in their lives, in their business life, and in their business model. And if we minister to that directly and let everybody else try to quote "add value", we're going to win every single time. And the example I always use to illustrate compassion is Steve Jobs first pitch for the iPod – this goes more than a decade ago. He held up a very crude prototype of it and I remember it, it was a red. He announced to a small group of engineers, "I hold in the palm of my hand the end of boredom". And what happened with the iPod, the design and execution, was he solved boredom in our lives. And we love the product for it. Pure and simple. That product solved the problem. It did not create an add-value situation. So compassion is really a commitment to solve problems, not create them at a net net level. And I think it's totally appropriate at business. And it creates a mission that can connect every single person in the person to the customer.

(09:08)

Kelsey Howarth: For more information from leading business authors like Tim Sanders please visit the Cognos Performance Perspectives Newsletter at Cognos dot com. For more insight from Tim please visit his blog at Tim Sanders dot com. Finally, for more information on how you can get a great speaker like Tim at your next event please visit the Sweeney Agency at the Sweeney Agency dot com.

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(10:15)

Delaney Turner: I'm Delaney Turner editor of Cognos Performance Perspectives, the Cognos E-Newsletter. And today, I have a question: Is there a place for love in performance management? There is according to Patrik Schinzel of Folksam Insurance, and here's my interview with him at Cognos Forum.

(10:35)

Delaney Turner: Patrik, thank you for joining us. I would like to throw out few big concepts that you spoke about in your presentation today. And you spoke about, in the context of performance management, passion, optimism and love. Now these aren't words that you hear normally in the context of a performance management conversation. Particularly either in finance or in IT these are strange words.

Patrik Schinzel: Yeah, love, because I think it's impossible to separate IT from business. If you start to get the new concept in an organization going where you speak about business and IT together all the time then I think you avoid the organization building or spend a lot of time trying to define the borders between themselves. So I think that's important. About passion, you must be able to combine the information from operations and from financials, from finance. And to be able to do that you must say, How does it effect each other? How is the performance of operations linked to finance? How is finance linked to operations?. And to be able to do that you need competences from both sides to work together. I think it's very important. It should be a healthy relationship.

Delaney Turner: Are there specific organizational structures or corporate structures that work better than others to keep these two groups working together side by side?

Patrik Schinzel: I think it's difficult to get, because in most companies, in ours as well, you have an IT department. You have different kinds of departments because when you're dealing with people it's easier to put them in departments. But when you start to work, and you focus on processes instead, where you say, We are suppose to provide information to the management, to the top level management, to the board. And we are suppose to bring finance and operations together. And then you don't talk about the departments anymore because it's the information.

Delaney Turner: One thing you've mentioned as well is, I think it was early on, you said that it's important to have a driving force, one driving force in a performance management culture and to seek out the optimists in your organization to drive that. What is the role of optimism in performance management culture?

Patrik Schinzel: If you bring people together that are optimists then we can manage to get the finance and operations to work – not only work, to get metrics and other kinds of important building stones in a performance management – they share a vision, and they want you to achieve that vision within the company. Then I think it's very important to gather those people together and try to leverage on their energy and enthusiasm to get one driving force that's able to work hard because they are passionate, and to work hard for a long term.

Delaney Turner: You also mentioned that, one phrase that I found interesting, is that no company is an island. I was wondering if you could explain that and how performance management lets Folksam, for example, manage in that sort of environment.

Patrik Schinzel: I think the business environment today, and certainly going to be in the future, rely on different kinds of partnerships. Partnerships between friends. I mean your insource, outsource kind of thing. But it's also partnerships with competitors. Like you share, maybe producing something in the value chain together with your competitors in the marketplace, then it's very important that you don't provide this competitor with too much information, and so forth. And that's a pressure. I mean, SOX, you can go on forever. But you as a company are suppose to provide lots of information to financial authorities, to external accountants, and so forth. To be able to do that you must have a performance management system that works. And if you have outsourced something then you must be sure that you get the information and then are able to provide this information to the other people interested, or are suppose to act upon that kind of information.

Delaney Turner: I would like to talk now about some of the external values or the customer values for the culture at Folksam. We've talked about how to manage performance internally, to get departments to work together with passion, with optimism. How did those benefits or those attributes manifest themselves on the customer side?

Patrik Schinzel: Like I said, we have scarce resources to work with, and if we can have a performance management system that provides the organization with good information to base decisions on, then you make good decisions – and good decisions are closely connected to the customer – you use the resources to the best possible extent and have more resources to deal or to work with close to the customer.

Delaney Turner: You've also said that you would like to go from corporate performance management to another CPM, complete performance management. What does complete performance management look like, and how is it different from what you're doing currently?

Patrik Schinzel: I think you can have a corporate performance management in a company. You can manage to get data from different kinds of sources, put them together, put the information, being able to analyze and all that. That's not the problem. It's hard work, but it's not a problem. The main thing about complete performance management is when you manage to link this together with decision making process, the planning process, the external demands and everything, to a complete set of performance management. And the definition of that changes all the time.

Delaney Turner: And the final question, you've talked a lot about an organization that continuously learns. Performance management is a journey and you're always learning. What are you learning? And what sort of capabilities do you rely on?

Patrik Schinzel: I think what we are learning is that it's a never ending story. We're learning because we are not afraid of doing things wrong. I mean we get the information would couldn't achieve before. Now we can connect that information with other kinds of sources. We think this will be a good early warning. This will be a good indicator. And then we implement it in the performance management system. And then suddenly we recognize that this was not good and you must be flexible to change. And if you have an environment where people are optimists, they're not afraid of making mistakes because we learn from mistakes, then I think you have a process going on by itself.

Delaney Turner: Patrik Schinzel, thanks a lot for taking the time to speak to us today.

Patrik Schinzel: Thank you very much.

(19:12)

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(19:52)

Ken Seeley: Welcome back to BI Radio. I'm Ken Seeley. The subject of our next piece has been described as small, dark, and not much to look at. But any words that follow that description read like a romance novel. I'm talking about the Blackberry. And we're going to learn about the next exciting chapter in high-techs greatest love story.

(20:13)

Anastasia Valentine: Hi everyone. My name is Anastasia Valentine and I'm the product manager responsible for Cognos 8 Go! Mobile. And with me today is...

Mike Iles: Hi. I'm Mike Iles. I'm a dev lead with Cognos Go! Mobile. Today we're going to talk about mobile security.

Anastasia Valentine: Absolutely. And to think that now that we're venturing into the mobile world and making business intelligence available on mobile devices, there are a lot of other things to take into consideration with making data available outside the firewall on these standalone devices. What are some of the things that we should take into consideration now?

Mike Iles: Well, this is a huge world to start. I mean, we're into the billions of mobile devices around the world. I was reading that there were three billion mobile devices in the world. One billion of them shipped last year. More and more, this is used and these are being used in enterprise.

Anastasia Valentine: So that's a lot of devices. And we know that enterprises today, and some of them are actually not only just arming their mobile workforce with mobile devices, but some of them are even opting to Go! Mobile only. So replacing actual laptops with let's say Blackberry devices, or any other sort of mobile handheld device. So that introduces some more concerns from a theft and even loss perspective.

Mike Iles: Absolutely. So let's start with that because theft and loss are probably the biggest issues that enterprise users are going to face, or anyone with a mobile device. Some of the statistics around loss devices and stolen devices are amazing. This was from a 2005 survey that a security firm, Pointsec, did of taxis around the world. They found, I believe, in a six month period six thousand pocket PC's, five thousand laptops, sixty thousand phones. This was in London alone.

Anastasia Valentine: Yeah, I've got some really interesting stats on the west coast of the U.S. So twelve thousand devices were left behind in taxi cabs in a six month period. So that in itself is a cause for concern, not necessarily something to scare our end users. But just certainly to think about these things. They can fall out of pockets, they can be left behind in

places like airport security where you're unpacking and then packing up. And because they're small and they're portable and they can be easily stolen. So it's something just to be very conscious of in terms of maintaining the privacy and the security of your data.

Mike Iles: Right now, Go! Mobile is released just on Blackberry. So we'll talk about some of the features that Blackberry is offering in case of theft. The first one of course is password protection on the device itself. So after it hasn't been used for a period of time the device will lock up and require the user's password. If it is stolen and reported back to the administrator Blackberrys offer a remote kill, or a remote wipe command. That is something that the administrator can send out to a stolen device to, not only erase the data on the device, but also to disable the device completely so it can't be reused by a thief, or resold.

Anastasia Valentine: That's a good point Mike because also if you don't enter your password, I think by default you had ten tries, which I think is more than generous in my humble opinion. But after ten tries if you don't get that password right then that device actually has to be reactivated by an administrator too. So it's not something that can be hacked open.

Mike Iles: And in person, too.

Anastasia Valentine: You have to present yourself at the administrator and admit that you can't get into your device after ten tries. And that in itself can be a little bit embarrassing.

Mike Iles: The shame of the whole thing is good incentive not to lose it.

Anastasia Valentine: What about in the case where a device gets stolen, or lost, or left behind in a cab, or airport security, for example, and someone is clever enough to disable the radio? What happens then (because that data still resides in the device)?

Mike Iles: That's a great point. Some of the Blackberry mechanisms come into play there. Of course the device will time out after a period of time and you'll have to reenter your password. But if a thief is able to keep the device alive – maybe they keep it active so that the password lock isn't disabled, they're smart enough to turn the radio off so that the, as you say, the remote wipe command can't make it down to the device – another level of security that Cognos Go! Mobile adds is the idea of leases. And this is the same as a traditional lease on an apartment, or something, where the Server allows the device to use the data for a certain period of time without checking back in with the Server. But beyond that period of time if the device isn't able to come back to the Server then the data will be locked out, and the user will be locked out.

Anastasia Valentine: So if the user can't be reauthenticated they simply don't get access. So for example, like a hotel key, if I check in I'm given a key for the duration of my stay. But as I check out, the room is still there but I just simply can't get in.

Mike Iles: Absolutely.

Anastasia Valentine: Cognos Mobile also provides the ability to generate custom encryption keys that can be used by an organization so that those keys are specific only to that organization. How would they deploy that and in what cases would they deploy that kind of technology?

Mike Iles: So the administrator is able to generate keys that are unique to that installation, and then to embed those keys into the application that makes its way down to the mobile device. So in that way the administrator can guarantee that there is a handshake of trust between the application running on the device and the server that it's talking to.

Anastasia Valentine: So by having that unique key, if anyone were to intercept that data over the air, they couldn't decrypt it because they don't have that key at the other side.

Mike Iles: Exactly. It's over the air security, and it's also identity. It means that both sides can trust each other. The device knows that it's talking to the right server and the server knows that it's taking to the right device. So that's very important.

Anastasia Valentine: Another thing that I don't think that a lot of mobile users are aware of is that just like on our PC's there's malware and there are viruses for mobiles. And that can be transmitted over the air to mobile devices. So what should people be conscious of in terms of malware viruses? What kinds are out there? How can they prevent it?

Mike Iles: Well there's actually surprisingly little malware and viruses for mobile devices. And it's because the devices exist in such a scary environment. An environment where they're on all the time. They're available over wireless networks all the time. So the manufacturers – the device and the operating system manufacturers – are very aware of this. And the network stacks are hardened. And the devices themselves require that applications that run on them be signed by the hardware, or by the device manufacturer. So in our case our Cognos Go! Mobile application has been signed by Research In Motion. And so that provides a guarantee to users and to administrators that the application that makes its way onto peoples Blackberrys is in fact the one that we want to get there. It hasn't been manipulated in any way.

Anastasia Valentine: So it's some level of authenticity for example?

Mike Iles: Exactly.

Anastasia Valentine: Well Mike, we've covered an awful lot today about mobile security and, really, the things that people need to take into consideration, whether they're deploying a Cognos Mobile application, or any mobile application out there.

Mike Iles: The last advice I think that I would give to people is to control the environment that data is getting used in is basically to develop upfront a security policy that meets the needs of your organization. So on that note, I would like to thank everyone for listening.

Anastasia Valentine: Thanks everyone. Take care.

(28:40)

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(29:22)

Ken Seeley: And that's a wrap for our look at love. I would like to thank our guests today. Author Tim Sanders. And from Folksam Insurance Group, Patrik Schinzel. And from Cognos, Anastasia Valentine, and Mike Iles. A special thanks as well to contributing producers Kelsey Howarth and Delaney Turner. I would also like to thank John Blackmore for filling in for our last show. As always, thanks to producer and audio engineer Derek Schraner who's composed all the original music you hear on BI Radio and for making us sound so good. A reminder to check us out at [radio cognos dot com](http://radio.cognos.com) where you can listen to previous shows, download individual segments, and view the transcripts of each broadcast. If you have a question, or just care to comment about what you hear on BI Radio, send us an email at [radio at cognos dot com](mailto:radio@cognos.com). Thanks for listening. I'm Ken Seeley. See you again in six weeks.

(30:15)