


Target Fixation

Using
Data Insights, Visualization, and Analytics
(DIVA)
To Get What You Are Aiming For



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A NECESSITY

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Enough said.

The Promise of Data

"The distance was 94 yards. There was no margin for error. The shot was exquisite."

~ Doug Ferguson, Associated Press



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I saw that exquisite shot live, and it was truly that.

In June of 2004, Annika Sörenstam won her seventh major Ladies Professional Golf Association (LPGA) title in less-than-Annika style, nearly losing the LPGA Championship by blowing a six-shot lead going into the final round.

On the 16th tee, the LPGA pro hit an uncharacteristically bad shot, landing it cleanly...but on the wrong fairway.

The distance was 94 yards. The distance to the hole was only 94 yards, but from the wrong fairway, there was a huge obstacle: a row of 60-foot trees between Sörenstam and the hole.

There was no margin for error. Sörenstam moved her lead to seven shots after eight holes when things started to become undone. With a double bogey on the ninth, bogeys on each the tenth and the eleventh, and with impeccable play by rookie Shi Hyun Ahn, Sörenstam's lead dwindled to two shots.

After those disastrous holes, Sörenstam seemed to recover. Then came this second shot from the wrong fairway.

The shot was exquisite. She not only cleared the trees (and a bunker), Sörenstam landed that exquisite shot within 3 feet of the hole and got her birdie, sealing the victory.

And she made it all look easy.

The Exquisite Shot

Another critical shot, one that happened about 3,000 years ago in a life-and-death situation, not a golf championship, could be written in almost the same way.

The distance was [considerably less than] 94 yards. There was no margin for error. The shot was exquisite.



In 11th Century B.C.E., a humble shepherd boy with no military training stepped in front of a brawny battalion and put his life on the line for his country. This is the Hebrew Bible's story of David and Goliath (1 Samuel 17).

It is an often-told story in which most Jews, Christians, Messianics, and Muslims are familiar. Let's recount the story here.

The Engagement

There were two armies—one Israeli, the other, Philistine—each encamped on mountaintops opposite each other with a valley in between. Every day for forty days, both armies would come down their mountains in full battle array to fight each other in the valley.

And each day, twice a day, Philistine champion Goliath would stand in front of the Philistine army and call out to the Israeli forces to strike a bargain:

Rather than go into battle, where both sides would suffer heavy casualties, Goliath proposed that one man from Israel come out to face him. The fight would be to the death, of course, and the winning side would take the losing side captive.

The appearance of the giant alone caused Israel's army to flee in terror.

The Giant

The recorder of the battle, the prophet Samuel, went to great lengths to describe the size of Goliath. He was huge. He stood 9 1/2 feet tall (nearly three meters). For a more recent contrast, André René Roussimoff (aka André the Giant, 1946-1993) stood "only" 7 foot 4 inches tall (2.24 meters).

A big man needs big armor. Goliath wore a bronze coat of mail that weighed 125 pounds (57 kilograms). He had a javelin-style spear, which was quite thick. The spearhead alone, nevermind the spear itself (described as being "like a weaver's beam), weighed 16 pounds (7 kilograms).

No doubt, Goliath's presence struck fear into the hearts of Israel's King Saul and his men.

Each day, for 40 days, both armies met in the valley, prepared for battle. And for each of those 40 days, Goliath repeated his offer both morning and evening: one-on-one, to the death, winner-takes-all.

But “all the men of Israel, when they saw the man, fled from him and were dreadfully afraid” (1 Samuel 17:24 NKJV).

The Champion

Enter David.

David was the youngest of eight sons and not yet old enough to join the ranks of the Israeli army. Sent by his father to bring supplies to feed his three eldest brothers and to pay their debts to the brothers’ commanding officer, David happened to arrive at the time that Israel and the Philistines were meeting yet again, in the valley for battle, and with Goliath repeating his offer with no response.

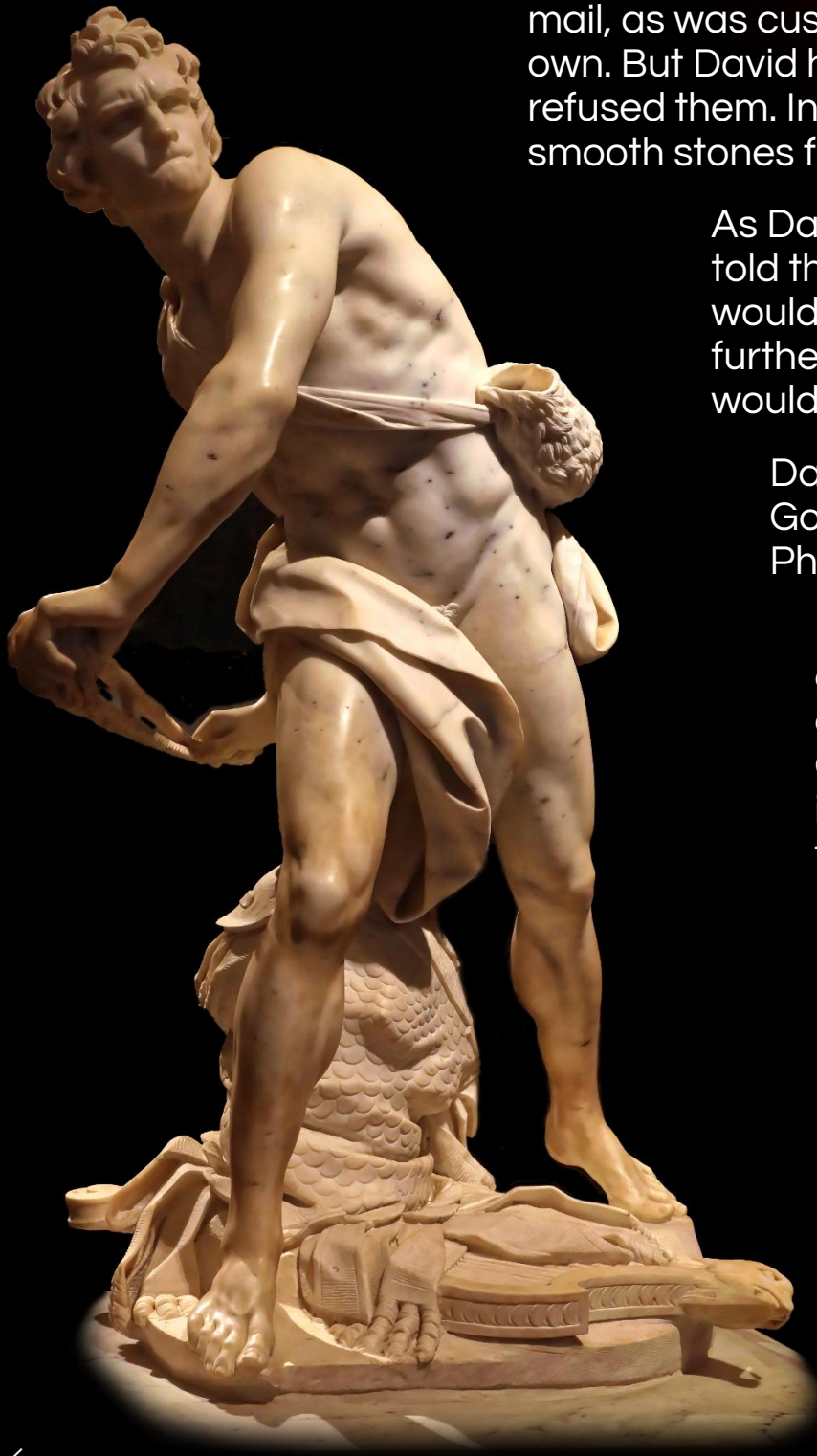
Instead of fleeing with Saul’s forces, David had other plans.

He asked what the reward was for the one who defeated the giant and was told that Saul would reward the champion with great wealth, tax exemptions for his family, and marriage to Saul’s daughter. This offer had been made before to the soldiers, but no one could bear to face Goliath alone.

Except for David.

David told Saul that he would take on the challenge. The king, however, wasn’t convinced that this young shepherd would be successful. He reminded David that Goliath had been training for war long before David was even born. Saul was convinced that the Philistines wouldn’t live up to the bargain proposed by Goliath. David wasn’t just risking his life; he was risking the livelihoods and the freedoms that the Israelis enjoyed.





NEVERTHELESS, David managed to get Saul to agree to let him fight Goliath. Saul gave David his armor helmet and coat of mail, as was customary since David had no battle gear of his own. But David had never used such equipment before, so he refused them. Instead, he went to the nearby brook, chose five smooth stones for his slingshot, and went out to face the giant.

As David boldly approached Goliath in the valley, he told the big man that he would not only kill him but would also take Goliath's head as a trophy. David further predicted that many in the Philistine army would also die that day.

David told Goliath that the battle belonged to the God of Israel and that his God would defeat the Philistines.

Having to get within a short distance of the giant, David took one stone, and in a single, exquisite shot, he landed a stone above Goliath's eyes, so hard that the stone sank into the giant's forehead. Goliath fell on his face to the ground. Dead.

As David had no sword himself, he removed Goliath's head with the giant's own massive weapon. The Philistines fled at this sight and were pursued by the army of Israel.

Just as David had predicted, many of the Philistines died along the path of their retreat, and Saul's army plundered the camp of the Philistines when the soldiers returned to the valley.

Data's Promise and Target Fixation

Upon story inspection, we see that David's confidence wasn't false bravado. David was confident in his skill and was at peace with his faith in the God of Israel.

But there's an important detail that not many people talk about: If David was so confident, why did he select five stones from the brook and not just the one used to kill Goliath?

The answer is very telling.

**David chose five smooth stones
because Goliath had four brothers.**

David didn't have to face the brothers that day. David eventually replaced Saul as king, and years later, Goliath's brothers met their demise at the hands of David and several men of his army (2 Samuel 21:15-22).



Just like David used important information to slay Goliath and was well-prepared for the very next battle (or four), you, too, can use data to make decisions and be successful.



Data's Promise

I don't want to sell you software. I want to sell you on the idea that you have all the tools you need to make a difference for the families your company supports and for your customers, clients, members, and market.

**All the information you need
is within you.**

You don't lack data. What you lack is a clear path to get from where you are now to where you want or need to be – that target.

Unlocking the secrets that your data hold is key.



Target Fixation

Loosely defined, target fixation is a behavior in which a person becomes so focused on a singular object that they tend to ride or drive straight into it.

Target fixation is why motorcyclists tend to crash into aluminum ladders or furniture fallen on the road rather than steer around them and why airplane pilots run into power lines.

But **target fixation** can also be a positive thing. If you know what the desired target is, focus on it, and you'll hit it.

The Biblical account between David and Goliath tells us that David hit Goliath's forehead so hard, that the stone sank into his head and killed him before he hit the ground.

Therefore, **target fixation** implies that David was looking directly at Goliath's face when he slung that fatal, smooth, precisely-aimed stone.

Telltale Signs

Something's changing.

- You have a profitable business, but the profits are increasing at a decreasing rate.
- One of your Key Talents, a highly recruited MVP, just handed in her two weeks' notice. When she walks out the door, a large chunk of the revenue pipeline walks with her.
- Your Data Guy/Gal (if you have one) spews out a ton of information, but little seems to be of use.
- Nothing much has come from that strategic plan that had so much promise a year ago.

Whatever the problem is, data hold the answer.

Data and data analytics are key to discovering the underlying issues and helping you to see your business with fresh eyes.

They are vital tools you need to stop the current direction. Plus, it is something you can do without having to learn how to program in Python or R or invest in that huge software package.



Compete with Analytics
Chase Your Customers

Dominate with Analytics
They Chase You

Your Organization

Compete with Analytics



Competitive

Differentiate with Analytics



Attractive

Dominate with Analytics



Optimized

Where Your Data Find You

There's the use of data. Then there's the proper use of data.



One of the best uses of data is melding it into your company's fiber.

Think of your company as a functional home, but perhaps not having the proper updates, outdated kitchens, bathrooms, tired paint and flooring.

When you use data properly, you'll find that your company operates like a properly remodeled and upgraded house.

You'll have more functionality, more direction, and meet more of your goals faster and with higher efficiency.

Whether remodeling a house or updating your company's strategic plan, data make the difference between being mature and being extinct.

Something must change. If you keep doing the same old, same old, you'll not drift into solitude and rest. You'll become extinct.

Why only operate on par when you can have your clients seek you out? You must learn to see your business through the eyes of your clients and conduct business on the terms that they find meaningful and on a personal level.

Data can help you with that.

Whatever your problem is, data have the answer.

Leadership in Analytics

Optimizing Data Insights,
Visualization, and Analytics (DIVA)
to Turn Data into Money

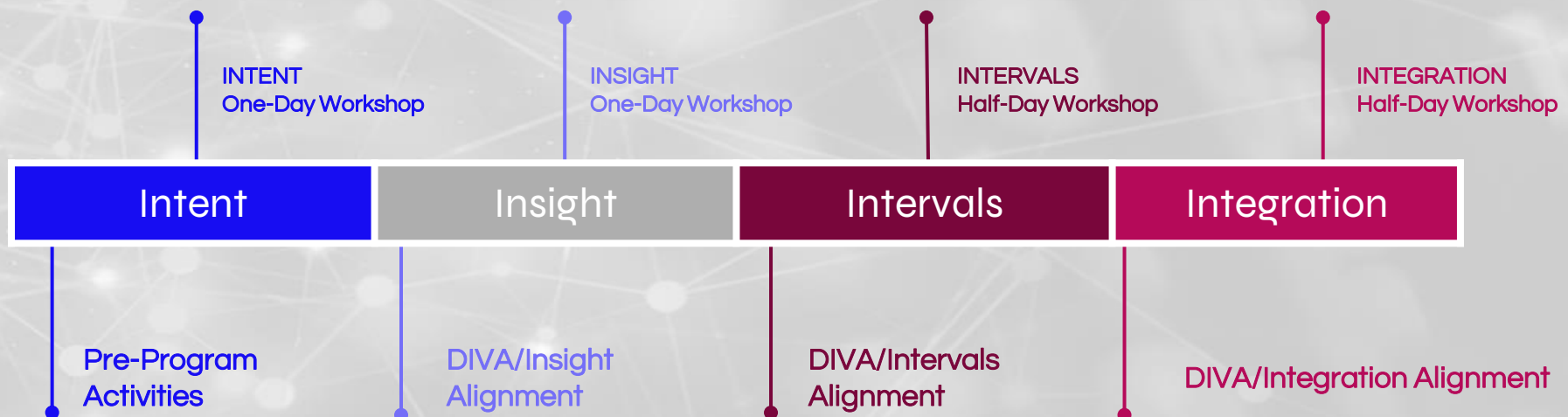
An executive experience designed to jump-start your business strategies by curating the best that your team has to offer, using data you already have.



An Integrated Analytics Leadership Program Utilizing the Four Laws of Strategic Excellence

A fully integrated DIVA Leadership in Analytics capability program built around the three key program frameworks:

- Executive Analytics Leadership Capability Program (Senior Leadership Team)
- Data/Business Analytics Leadership Program (Key Talent Cohort)
- Customer Relevancy Program (Marketing and Systems)



Compete with Analytics, Chase Your Customers
Dominate with Analytics, They Chase You



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