

STRATEGIC SELECTIVITY

Building Success Sequentially

“Speed Dating” for Your Strategic Initiatives

An Interactive White Paper

by Tara Kenyon, PhD



Published by:

9 Ladies Dancing | The Tara Kenyon Group LLC

P.O. Box 887

Ocean Springs, Mississippi

39566-0887

USA

COPY... RIGHT

Copyright © 2021 by Tara Kenyon, PhD. Permission to reproduce is hereby granted.

You have permission to post this paper, email it, print it, pass it along... for free to anyone you wish, but do it the right way. Please, no changes or edits to its contents or its digital format.

You are encouraged to pass it along and make as many copies of it as you like. We reserve, however, the right to bind it and sell it as a real book (it's been known to happen).

Your support of the author's rights is very appreciated.

Suggested citation:

Kenyon, T. H. (2021). *Strategic Selectivity: Building Success Sequentially* [eBook]. *9 Ladies Dancing*, a member of The Tara Kenyon Group LLC. <https://www.tarakenyon.com/selectivity>

- **Parenthetical citation:** (Kenyon, 2021)
- **Narrative citation:** Kenyon, 2021

A NECESSITY

It pains us to have to place this disclaimer here, but here goes:

The publisher and the author do not make any guarantee or other promise as to any results that may be obtained from using the content of this paper. The information provided in this paper is for informational purposes only and is not intended to be a source of advice or decision analysis. Nothing contained or referred to in this paper constitute legal or financial advice and should never be used without first consulting with a specialist before taking on any of the ideas presented herein. Enough said.



sequentially adverb

se·quen'tial·ly | \ sĭ-kwĕn'shəl-lē \

1. in a consecutive manner.
2. following one after the other in regular order.



TRADITIONAL STRATEGIC PLANNING IS FAILING US.

But here's a little secret: it has *always* failed us. It's just been tough to admit.

Please don't get me wrong. A strategic planning workshop for management is a good team-building exercise. However, the next time you need one, a golf outing or a dinner cruise might be a better bonding experience.

Unless you patterned your strategic planning after the activities outlined in our **Strategic Resolve™** and **Strategic Acumen™** programs, chances are that you have already undertaken the creation of a strategic plan in the traditional sense (e.g., mission statement, vision statement, etc.), complete with strategic goals and objectives. Heck, they might even be SMART¹ or SMARTER² goals and objectives.

But you are stuck. What good are perfectly crafted goals if you can't get them launched?



The trendy business idiomatic buzz phrase, “move the needle,” is popular for a good reason: traditional strategic planning exercises don't get the organization moving.

Instead, they get management and stakeholders **hopeful**. They get employees excited (for a while). But after all the time and energy put into crafted goals, results are elusive. Plus, implementation seems to take eons.

And that's also the reason why I don't facilitate strategic planning workshops in the traditional way anymore—even if they are held in Kiawah Island or Kilimanjaro.



Then why do 99% of Fortune 1000 companies do it that way? After having facilitated dozens of traditional strategic planning exercises over the past two decades, I'll share with you what I knew even before the global shut down:

We don't have time for this stuff.

Now, how about we tried it like this?

¹ The acronym “SMART” stands for Specific, Measurable, Assignable, Realistic, and Time-related (Doran, 1981).

² Adding an “ER” on the back of the word “SMART” makes one's objectives either “Evaluated and Reviewed” (Yemm, 2013) or “Exciting and Recorded” (Mac, 2017). OK, that's cute.

IT'S NOT YOU...

If you see little movement in your organization to bring these marvelous initiatives into existence, it's not that there is anything wrong with the initiatives themselves—it's the approach that's off.

Whether you manage a for-profit or a non-profit, **time** is your currency regarding strategic initiatives. Unlike other currencies in strategic planning (e.g., status, money, happiness), time has four components: (a) no time/a sense of urgency—you need to do something now, (b) time for multi-tasking versus single-tasking, (c) getting to results quicker; and (d) the time to change your mind and unhook from something that's not working.

No Time/Urgency

The lyrics to the song “No Time” by Canadian rock band *The Guess Who* (not the “No Time” by Playboi Carti³) play out to be the Dear John letter we need to write to our traditional strategic plan. Poetry is not where my creativity sits, so I'll be direct:

*No time left for you
On my way to better things
I'll find myself some wings
Distant roads are calling me
No time left for you*

-Randy Bachman & Burton Cummings
The Guess Who

You have to do something... now.

You have your strategic initiatives in hand. You know your goals and objectives. And you may even have a plan to launch some of them already.

But wait a minute. Before you get down this road too far, understand that **you don't have time to launch them all at once.**

Not All at the Same Time?

Sounds counter-intuitive, doesn't it? Expressed another way, if you tackle your initiatives one at a time, things will go much faster and save on costs.

One of my heroes is American Kay Coles James. Did you know that the U.S. has an HR Director? James had that job, serving as the director of the United States Office of Personnel Management, a presidential nominee, confirmed by the U.S. Senate. In her illustrious career, she served as the assistant secretary at the U.S. Department of Health and Human Services, on local and state school boards, as Chief Operating Officer for a national umbrella organization for mentoring programs, and as SVP of a family lobbying group, to name a few. James is also the mother of three.

Upon hearing her credentials listed in an introduction to a speech she was making, she quipped:

“I'm here to tell you that you can have it all...

...just not all at the same time.”

³ No criticism of Playboi Carti's “No Time” intended. I just think I'm too old to know what he's talking about.

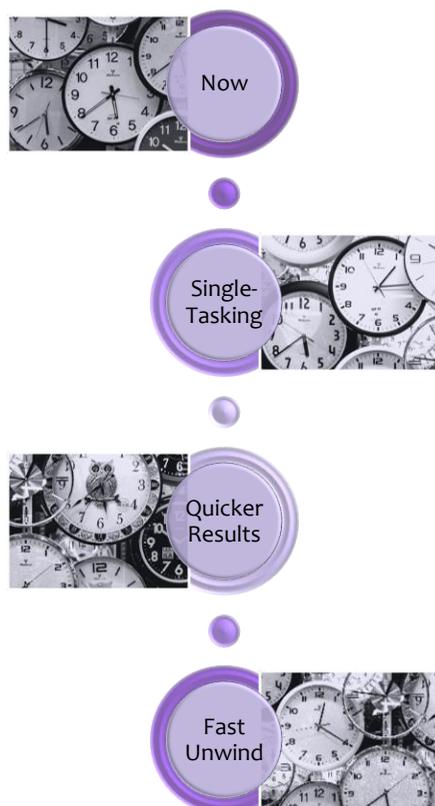
Getting Results Quicker

The same-old, same-old isn't getting it done. Winston Churchill paraphrased philosopher George Santayana in 1948 when he said in a speech to the House of Commons:

“Those who fail to learn from history are condemned to repeat it.”

He points out what could be the problem: falling into the way it's always been done won't change anything. Carrying out strategic initiatives the **Strategic Selectivity™** way may be a way out of a vicious cycle.

It pays to be picky. You should get to cherry-pick the best-of-the-best and start from there, rather than spreading your resources around. Concentrate on the strategic initiative that will get to your results the fastest. It's gold.



Unwind from Something That's Not Working

Here's the reality: a traditional strategic plan launches all initiatives at the same time. In a grand example of multi-tasking, the traditional strategic initiative launch muddles your goals, stretches already-stretched resources, and stresses the stressed-out.

It's not a problem with the initiatives themselves; it's that we launch them simultaneously. And if we work everything at once, we may find ourselves stuck in an initiative that is less-than-optimal. Why? It's because we've invested resources (human, money, and time) into something and feel that we must see it through.

I know it feels like you must get on with *all* your initiatives today. After all, you are short on time. But trust me, a traditional strategic initiative roll-out will have serious repercussions on an already-strained organization.

The title page of this paper notes that this is an interactive paper. The following is that interactive part.

MULTI-TASKING IS NOT A RECIPE FOR SUCCESS

Do a little two-minute exercise with me.⁴

Let's do it "old school" with paper and pen. And you'll need a timer. On your paper, draw two horizontal lines. When the exercise starts—don't start yet, you'll do two things. On the top line, write the numbers "1" to "20" as fast as you can. Then, switch to the bottom line, writing the letters "a" through "t" (the first 20 characters of the alphabet).

The timer is needed to find out how long it takes for you to do this.

Ready? Go!



Pretty simple exercise, right? How long did it take? Less than a minute, I'm sure.

OK, now onto the next exercise.



Put the first piece of paper in the recycle bin. On another piece of paper, draw another set of two horizontal lines. This time, I want you to repeat the task in the previous exercise but alternate from the numbers on the top line to the letters on the bottom line, one at a time.

That is, on the top line, write "1." Then switch to the bottom line and write "a." Go back to the top line and write "2," bottom line, "b," back up to the top line, and so forth to completion.

Do you have your timer ready? OK, go!



Now, how long did it take? I'm willing to bet that the second exercise took longer than the first... maybe nearly twice as long.

⁴ Adapted from an exercise developed by Nancy K. Napier, PhD.

Question for you: Were the *results* different in each of the two exercises? Of course not. But what should be glaring is the **time** it took to do each.

When the tasks were sequential—taken one at a time—you sped through it. But when they were simultaneous—done by alternating from one task to the other—you created about 40 small distractions for yourself. Technically, 39 distractions, but the point is that your currency here is time.

What we call “multi-tasking” is actually something called “task switching.” Task switching creates a distraction; a distraction causes a time waste—your brain needs time to adjust and then get back to the previous task.



Multi-tasking is not a recipe for success. Rather, as author and entrepreneur Gary W. Keller (the Keller of Keller Williams, the world’s largest real estate company) states in his book, *The ONE Thing*:

Success is built sequentially.

Besides the slower result, multi-tasking (actually, task switching) adds complexity that you don’t need. In perhaps my favorite management book, *The Power of Simplicity*, Jack Trout states:

Complexity is not to be admired. It’s to be avoided.

Traditional strategic planning falls short because all your energy is spread around initiatives, making your efforts much more complex than they need to be. Plus, as we saw from our 1-2-3/a-b-c exercise, task-switching is inefficient.





I'm reminded of the mother that entered an ice cream shop with her five children. The oldest was about six or seven; the youngest, a babe-in-arms. The other customers waited and watched with interest to see how this brave woman was going to navigate the shop's *thirty-one-derful* flavors of ice cream with five little permutations.

Undaunted, this woman turned to her kids and asked a very simple question:

*“Who wants chocolate,
and who wants vanilla?”*

This kind of managing has clarity; the kind of clarity that is missing in business today. That mom should be made the CEO of a Fortune 100 company.

Seriously.

STRATEGIC SELECTIVITY (AKA STRATEGIC SPEED-DATING)

If you've gotten this far in your reading, it's safe to assume that you need a solution for successfully accomplishing your strategic initiatives. And we have one. Formally, it's called “Strategic Selectivity” because *Strategic Selectivity* sounds more professional than “Strategic Speed-Dating.” But in many ways, that's exactly what it is.

New Year's Calling

In some areas of 19th Century United States, there was a custom called “New Year's Calling.” Young, single women would throw a party on New Year's Day, inviting eligible bachelors for a brief visit (no more than 15 minutes), making prospective suitors aware of the single statuses and interests of the hostesses.

In an updated iteration, “speed dating” is the practice where participants rotate from table to table to meet each other in a series of short “dates” lasting only a few minutes. At the end of the event, participants give the organizers a list of who they would like to meet again for a real date. If there is a match, contact information is provided to both parties.

Currently, speed dating has evolved for particular “markets” as well. There are organized speed dating events for specific age groups (e.g., over-50) and ethnic groups, gays, lesbians, those with similar religious beliefs—all groups with other things in common rather than just being single. A welcome alternative to going to clubs to meet other singles, modern speed dating was developed for a specific group of singles who don't go to clubs at all.

Matchmaker, Matchmaker

In the mid-1990s, a couple from Los Angeles updated “New Year’s Calling” and began holding speed dating events in their home throughout the year.

The hosts, real Orthodox Jewish matchmakers (called *shadchonim*), developed speed dating as we know it now. Designed specifically for the observant (many who had been segregated by gender in education and in worship since kindergarten age) as a solution to a specific problem—that “only attractive women and outgoing men” find success in typical singles social events.

As in traditional social settings, in traditional strategic planning, “attractive” is an eye-of-the-beholder sort of thing. We go after all initiatives at the same time, but if we are honest about the process, we know that the most attractive options get the first crack at the resources devoted to the plan.

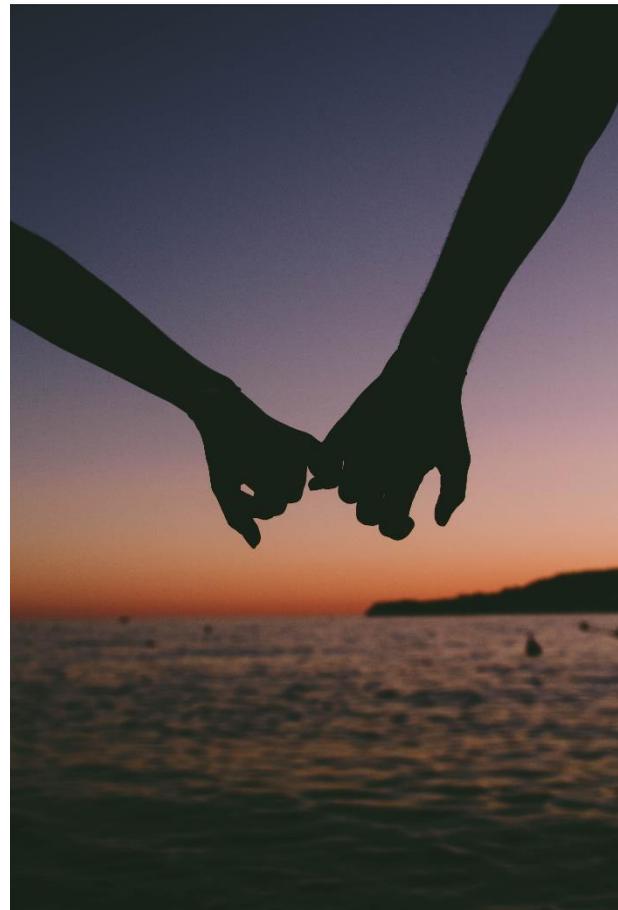
The Art of Choosing

For a strategic initiative, “attractive” can be the initiative which was proffered by your Board Chairman. Or it could be the one slated to be managed by the “Golden Boy/Gal” of the organization. Or maybe just the bright shiny object *du jour*; you know, the latest buzz words of business-speak (words like, “corporate synergy,” “wheelhouse,” “sustainability,” “low-hanging fruit,” “move the needle,” and “at the end of the day” should come to mind).

To further our analogy, in the traditional simultaneous roll-out method, a strategic initiative is approached like a hastily-entered marriage rather than a progressing courtship. Once we’ve invested all the time, energy, money, etc. into an initiative, we stick with it—whether it’s working or not.

In **Strategic Selectivity**, we invest a little time, energy, and money, all long enough to see if it works... or not. If it does, we move forward with more time, energy, and money; if it doesn’t, we stop the process before investment gets out of hand.

Besides, our wants tend to change. The brilliant author of *The Art of Choosing*, professor Sheena lyengar together with Columbia University colleagues, conducted a speed dating study to test, in part, whether pre-stated preferences in a romantic partner match what they actually select after meeting a potential match.



In the study, chronicled in Malcolm Gladwell's *Blink*, Dr. Iyengar et al. found that shortly after the speed date, preferences that were important prior to the meeting didn't seem to be as important as others that were further down the line.

For instance, someone may have said prior to the event that they preferred intelligence over attractiveness. But after meeting both intelligent and attractive people, attractiveness tended to win out... *in the short term*.

In response to a follow-up questionnaire given a month later, the participant reverted to the intelligence-over-attractiveness preference.



Now here's the thing about speed dating your strategic initiatives... you get to date them all, just not all at the same time.

Like Kay Coles James, you can be quite successful if you take on one challenge at a time.

So, let's not waste time up front when it comes to which initiative to select first—you'll get to all of them. What we are trying to do is get you to relax and concentrate on the gift of today, not worry about what may be or could be tomorrow.

*What we are trying to do is get you to
relax and concentrate on the gift of
today, not worry about what may be or
could be tomorrow.*

THE VALUE OF BEING SELECTIVE

If you work your strategic initiatives one at a time, you will be better able to decide whether you need to move forward or not... and decide much quicker in the roll-out cycle. This means a better return on the same initiatives for all the for-profit organizations and/or lower costs for both for-profits and non-profits.

Illustration: Simultaneous vs. Sequential

Let's say we have ten strategic initiatives. To avoid a mathematical word problem reminiscent of your Grade 8 pre-algebra class, here are the following assumptions for costs, success rate—and for the for-profits, revenues.

Assumptions:

Strategic Plan Period (months):	60
# of Initiatives:	10
Average Cost per initiative per period:	\$100
Success Rate of Individual Initiatives:	50%
Total Revenues for Successful Initiatives:	\$36,000
Revenue per Successful Initiative:	\$7,200

We'll track the initiatives for 5 years (60 months). Five years fits our illustration as most companies in the Western world see five years as long term.⁵

Now, let's look at the roll-out of the same ten strategic initiatives in two scenarios: simultaneously and sequentially.

⁵ For comparison, in Eastern cultures who tend to look to the truly long term, many companies have 100- and 200-year strategic plans.

Traditional (Simultaneous) Strategic Initiatives

If we embark on them all at the same time, that's a total cost of \$60,000 over the 5 years (\$100 x 10 initiatives x 60 months). Realistically, however, we know that they all won't be underway on Day 1, so let's back that down by a third to \$40,000 (denoted by the letter "F"), giving us three to four months to get all initiatives underway.

Strategic Plan Period (months):	<u>60</u>	(A)
# of Initiatives:	<u>10</u>	(B)
Average Cost per initiative per period:	<u>\$100</u>	(C)
Maximum Costs (A x B x C):	<u>\$60,000</u>	(D)

Success Rate percentage:	<u>50%</u>	(E)
--------------------------	------------	-----

	Traditional	
Total Costs:	<u>\$40,000</u>	(F)
	(D x 67%)	
Average Cost per initiative:	<u>\$4,000</u>	(G)
	(F ÷ B)	

For-Profits:

Total Revenues for Successful Initiatives:	<u>\$36,000</u>	(H)
Revenue per Successful Initiative:	<u>\$7,200</u>	(i)
	(H ÷ (B x E))	
Total ROI ⁶ :	<u>-10%</u>	
	((H - F) ÷ F)	
ROI per Successful Initiative:	<u>80%</u>	
	((i - G) ÷ G)	

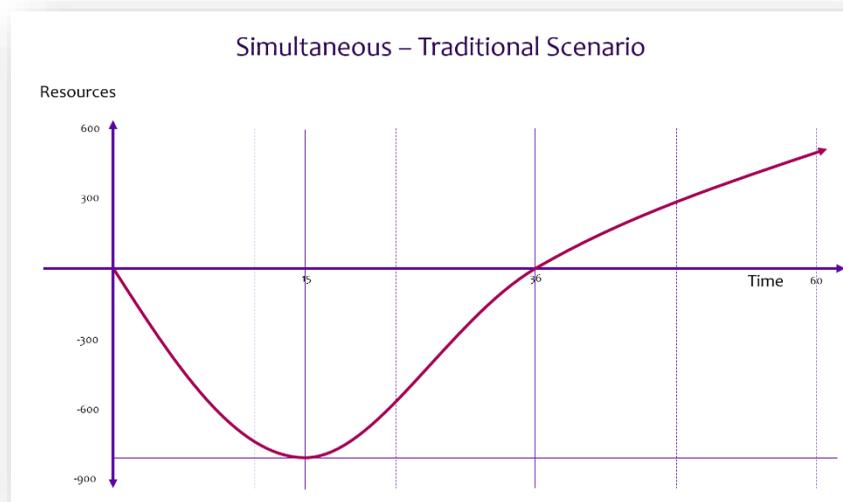
Because you are task switching, the ramp up time to launch each initiative will be longer than if you single-task, taking longer to get to positive results. Time is money.

This also means that it will take longer to shake free from an initiative if you find out it's not working for you. Time is money.

Having to take more time is costing your organization dearly. Time is money.

⁶ For the finance nerds, I'm well aware that time value of money is not considered here, nor are costs and revenues scattered across the timeline. It's an illustration, done in the simplest terms possible.

Plotted out in a graph over the 60 months, with resources measured against time, the simultaneous scenario looks something like this:



Resources

The y-axis are resources – most probably measured strictly in dollar amounts, but it is strongly recommended that you measure human capital as well (also in dollar amounts). For example, is this a good use of this staff member's time?

Time

The x-axis measures time. In the traditional sense, a strategic plan is multiple years. In the sequential sense, it still can be a period of multiple years overall, but it's incredibly important to chop that timeframe up in pieces, perhaps months, weeks, or even days.

In our illustration above, we're starting to break-even on our cash flows, but over the entire 60-month period we don't show a lot of bang for the buck—the overall ROI is also about even after 5 years, if not slightly negative.

Sequential Strategic Initiatives (Speed Dating)

With tackling strategic initiatives one at a time, we reduce costs by being able to do two time-saving things: (1) reduce ramp-up time to launch and (2) reduce the time it takes to untangle from an initiative that isn't successful. Time is money: less time is less cost and quicker results.

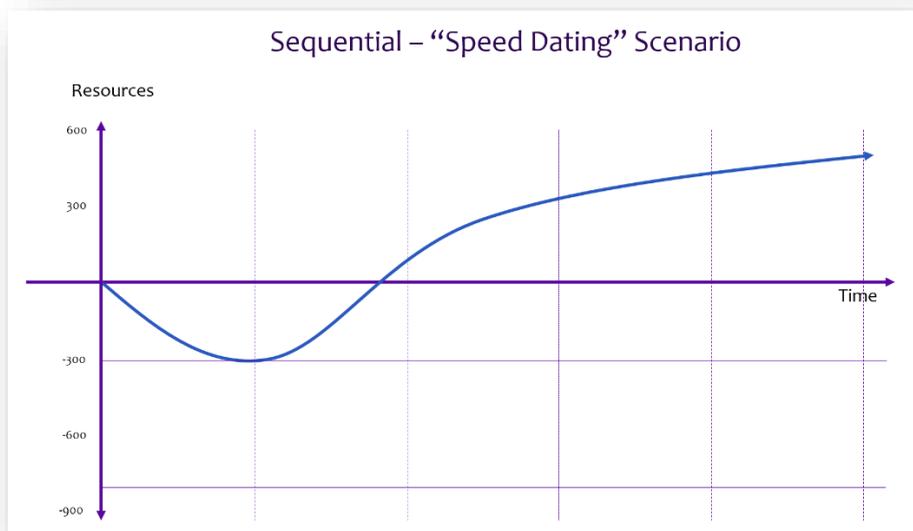
The math looks like this:

Strategic Plan Period (months):	<u>60</u>	(A)		
# of Initiatives:	<u>10</u>	(B)		
Average Cost per initiative per period:	<u>\$100</u>	(C)		
Maximum Costs (A x B x C):	<u>\$60,000</u>	(D)		
Success Rate percentage:	<u>50%</u>	(E)		
Total Costs:	<u>\$40,000</u>	(F)	Strategic Selectivity	<div style="border: 1px solid black; background-color: #e6e6fa; padding: 5px; text-align: center;"> The Difference = \$10,000 (F - J) </div>
	(D x 67%)		<u>\$30,000</u>	
Average Cost per initiative:	<u>\$4,000</u>	(G)	<u>\$3,000</u>	(K)
	(F ÷ B)		(J ÷ B)	

For the For-Profits:

Total Revenues for Successful Initiatives:	<u>\$36,000</u>	(H)	
Revenue per Successful Initiative:	<u>\$7,200</u>	(i)	
	(H ÷ (B x E))		
Total ROI:	<u>-10%</u>		<u>20%</u>
	((H - F) ÷ F)		((H - J) ÷ J)
ROI per Successful Initiative:	<u>80%</u>		<u>140%</u>
	((i - G) ÷ G)		((i - K) ÷ K)

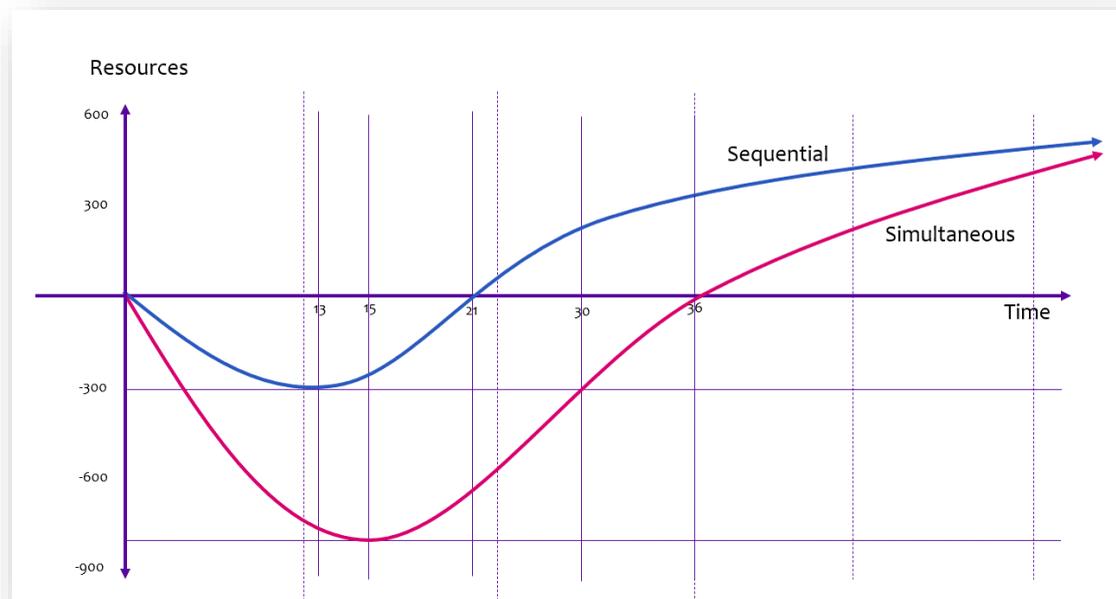
The time graph looks similar with cumulative costs bottoming out at about the same time.



Simultaneous versus Sequential (Speed Dating)

When you plot simultaneous versus sequential timelines are plotted together, you'll see a few startling differences.

First, the bottom of the sequential roll-out is only one-third of the simultaneous launch. Second, the breakeven occurs much sooner. This results in a positive ROI.



The only difference between the two is that the Traditional approach looks at all strategic initiatives simultaneously while the **Strategic Selectivity** approach tackles them one at a time.

It is important to note again that your currency is **TIME**. In both scenarios, we had the same initiatives, the same success rate, the same revenues. The only difference is that we embarked on each initiative one at a time rather than all at once.

Results

So, both (understandably) start out in the red. As with any start-up, the costs to ramp-up will exceed and precede any revenue or benefit—if there is a benefit. In our traditional (simultaneous) approach, where we launch all initiatives at the same time, the cumulative costs are at their maximum in Month 15. In the Selectivity scenario, they bottom out two months before.

Little difference in time, but when you look at the Resource scale (y-axis), you'll see a tremendous difference. The bottom is nearly three times deeper in the Traditional model than it is for the Selectivity model.

Why? Because you work one at a time and get out quickly if it's not working. Author and entrepreneur Seth Godin, in his afternoon read, *The Dip*, explains that when you hit the inevitable wall with any project, you have to be able to know whether the avenue on which you're travelling is a thoroughfare or a *cul-de-saq*. With any initiative, you have to learn "when to quit and when to stick" (the subtitle of his book).

How Will I Know?

Strategic Selectivity saves you time. Saving time cuts your costs and brings you to the go/no-go decision sooner. Getting to the go/no-go decision saves you money, and in the case of for-profit businesses, gets you to profitability sooner. But let's do the math, just to make sure:

Your Turn

You have all your initiatives together and probably have a good idea of the costs involved for each. Place your assumptions in the worksheet below:

Strategic Plan Period (months): _____ (A)

of Initiatives: _____ (B)

Average Cost per initiative per period: _____ (C)

Maximum Costs (A x B x C): _____ (D)

Success Rate percentage: _____ (E)

	Traditional	Strategic Selectivity	The Difference
Total Costs:	_____ (F) $(D \times 67\%)$	_____ (J) $(D \times 50\%)$	(F - J)
Average Cost per initiative:	_____ (G) $(F \div B)$	_____ (K) $(J \div B)$	

Non-Profits: Stop here

For-Profits:

Keep going (*you know you want to*)

Total Revenues for Successful Initiatives: _____ (H)

Revenue per Successful Initiative: _____ (i)
 $(H \div B)$

Total ROI: _____
 $((H - F) \div F)$ _____
 $((H - J) \div J)$

ROI per Successful Initiative: _____
 $((i - G) \div G)$ _____
 $((i - K) \div K)$

THE SOLUTION: STRATEGIC SELECTIVITY

Now that you can see “The Difference” that single-tasking your strategic initiatives can do for you, ready to dive in?

Speaking of, put “The Difference” you calculated on the previous page here: _____

That’s how much single-tasking is worth to you today. And you could do it yourself, but what’s the fun in that? Instead, why don’t you work with me, and I’ll help you make it happen.



Call me today.

+1 833.651.1414

(toll free in US and Canada)

Direct line:

+1 228.325.1213

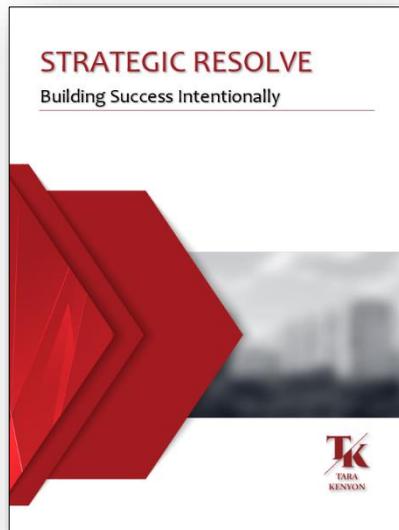
Or set up some time with me at a time convenient to you via my Calendly link [here](#).

I look forward to chatting with you.

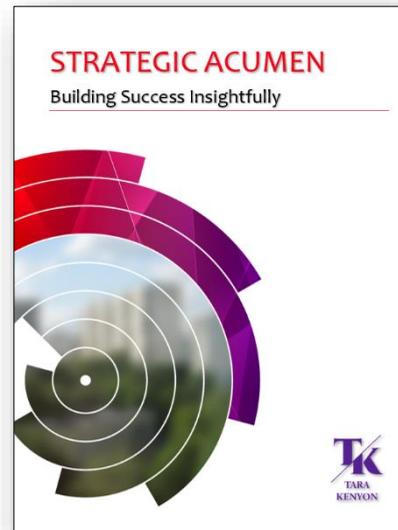
Tara

THE STRATEGIC X SERIES

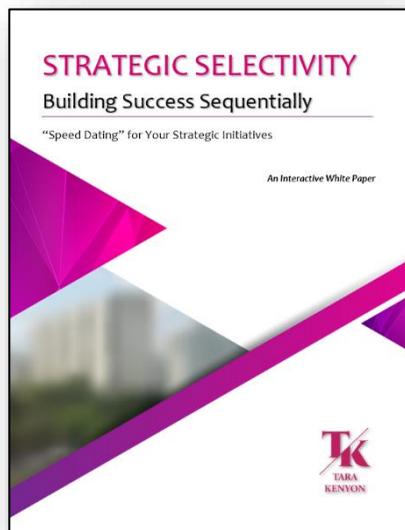
Strategic Selectivity is the third of four eBooks in the Strategic X Series. You can find an eBook available for each at www.tarakenyon.com/publications.



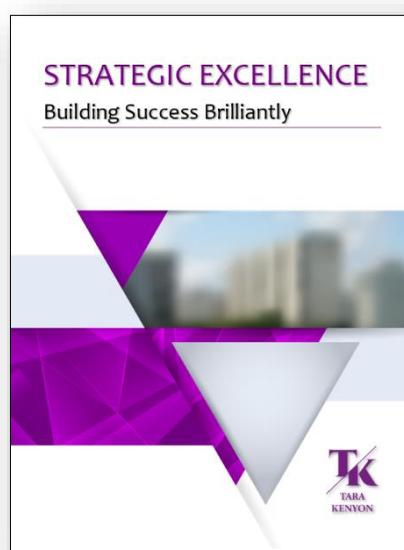
STRATEGIC RESOLVE
Building Success Intentionally



STRATEGIC ACUMEN
Building Success Insightfully



STRATEGIC SELECTIVITY
Building Success Sequentially



STRATEGIC EXCELLENCE
Building Success Brilliantly

RESOURCES

- ARIEFF ZAGA, D. 1996. Matchmaker, Matchmaker. *The Jewish Journal*, February 2-8, 1996.
- BACHMAN, R. C., BURTON 1969. No Time. *Canned Wheat*. RCA Studio A, New York, New York: Nimbus 9, RCA Records.
- DORAN, G. T. 1981. There's a S.M.A.R.T. Way to Write Management's Goals and Objectives. *Management Review*, 70, 2.
- FISMAN, R., SHEENA IYENGAR, EMIR KAMENICA, AND ITAMAR SIMONSON 2006. Gender Differences in Mate Selection: Evidence from a Speed Dating Experiment. *Quarterly Journal of Economics*, 121, 27.
- GLADWELL, M. 2007. *Blink: The Power of Thinking Without Thinking*, New York, Back Bay Books.
- GODIN, S. 2007. *The Dip: A Little Book That Teaches You When to Quit (And When to Stick)*, New York, Portfolio.
- IYENGAR, S. 2010. *The Art of Choosing*, New York, Twelve.
- MAC, B. 2017. *Goal Setting* [Online]. Brian Mac Sports Coach. Available: <https://www.brianmac.co.uk/goals.htm> [Accessed February 23, 2021].
- NAPIER, N. K. 2014. The Myth of Multitasking. *Psychology Today*. Sussex Publishers, LLC.
- TROUT, J. & RIVKIN, S. 1999. *The Power of Simplicity: A Management Guide to Cutting Through the Nonsense and Doing Things Right*, New York, McGraw-Hill.

About the Author



Tara Kenyon, PhD is an author, speaker, coach, mentor, and thought leader. Her expertise is in quantitative risk analytics and strategic and capital planning.

She is passionate about helping executives in the financial services and health industries with technical and functional solutions for modelling intelligence and decision analytics, using their data to make better business decisions. In 2016, Dr. Kenyon founded Kentara® Analytics, which is now a member of **The Tara Kenyon Group**. In only the second year of operations, Kentara® Analytics was named a Top 10 Bank Analytics Solutions Provider in both 2018 and 2019 by *Banking CIO Outlook* magazine. That's her on the cover of that issue, pictured at left.

Prior to entrepreneurship, Dr. Kenyon was a US-based Global Banking Practice Leader for a Fortune Global 500 company, leading a team of experts providing risk management expertise for the banking industry. A former Chief Risk Officer for a large regional US bank, her financial industry experience spans over twenty-five years.

Dr. Kenyon holds a PhD from the International School of Management (ISM) in Paris and has also served as *Professeur* at ISM's sister school, the *Institut Supérieur Européen de Gestion* (ISEG). She is a distinguished graduate of the American Bankers Association's Stonier Graduate School of Banking; her thesis is published in the Harvard Business School library. She served on Stonier's faculty for 14 years and is a former member of its board of advisors. She currently serves on the International Board of Advisors for the Jindal Global Business School in India.

Tara Kenyon lives with her husband Paul on the US's "Secret Coast" in Ocean Springs, Mississippi, not far from her Acadian roots in Louisiana. When not coaching or writing or walking on the beach, she can be found in the kitchen, taking her part in the evolution of Cajun and Creole cooking.

+1 833.651.1414 www.tarakenyon.com



The Tara Kenyon Group LLC

P.O. Box 887 | Ocean Springs, Mississippi | 39566-0887 (USA)

Toll Free: +1 833.651.1414

O: +1 228.325.1213

Fax: +1 228.222.5658



STRATEGIC SELECTIVITY

Building Success Sequentially