(4.20)

OK, stop for just a second. Right, you have four more minutes, chairmen, your responsibility is to make sure nobody dominates the air space, that’s your remit. Everybody gets four minutes and they learn to talk within those four minutes.

If we talk about communication, just a moment, as a leader of a business and part of your responsibility as a business leader is to learn how to communicate succinctly. Because we’ve spent 25 years talking to clients doesn’t actually mean we’re brilliant communicators it just means we’ve spent 25 years talking to clients, they happen to fall in love with us and do business with us but a great business leader, even of a tiny business, is a superb communicator and can do so succinctly. So, as a leader of a table your responsibility is to teach these people, you’ve got four minutes, you say what you have to say in four minutes and then we move on. That just teaches discipline “how can I communicate my ideas in four minutes, flat”. Four more minutes, away we go.

Sorry, Nicholas, becuse you have only three people you may run out of time but if you haven’t run out of time you have extra time, like four minutes, your responsibility, Steve’s responsibility is to guide the three of you in answering one simple question “if all commissions were removed in the industry, in the profession, all commissions including trail, what would happen to your business?” Simple question, simple answer.

*In terms of when you look at it, you say is that trail, you can’t take anything from it?*

All commission from the industry is totally removed, there is nothing that can emanate from the product, the product provider is allowed to give you nothing, not a penny, nothing. Nothing can ever come from a product, ok, where would your business be? Simple question, deserves a really honest answer and it’s a tough question and it’s a tough answer too but I think that’s worth, if you don't run out of time.

And stop, and stop. Good. What I’m not going to ask you to feed back at this stage, I want you to just keep it within your teams so you now know an awful lot about the thoughts and feelings, I hope, of some of your team members and why they feel the way they do about their business and I want you to work through with that, take that information during the course of the day and see what happens with it.

Please treat your team members with respect. They’ve shared with you some personal feelings. You need to treat that as if you’re walking on sacred ground, they’ve opened up themselves to you and can’t afford to abuse that. Good, let’s turn to the next page.

OK, you should have prepared for this one. Who did not receive a preparatory workbook? So, everybody has done this exercise, one would hope. So, now I do need some feedback. Tell me your thoughts about Dell and Apple. Let’s start with Stephen’s table. One comment from Stephen’s then one comment from yours, Paul, then Simon yours, and Craig yours. So, tell me about this Dell Apple comparison, what’s going on here?

*Well, when I looked at it personally I thought it was quite polarized between the two. Dell, to me, it means cheap and low cost computers. Then, I’m a sort of big advocate of Apple, I use their computers a lot now and it just speaks to me volumes on the other side, the top of the range, ahead of its time and status.*

Let me slow down on this Apple business. Let’s just give me your feelings about Dell again. Where are Dell in terms of leadership in this industry that they’re in, what do you feel about them?

*They are a low cost, mass market.*

Anything else? Who can name me a Dell product?

*Dell product. Inspiron.*

Anything else? Any other brand name for a Dell product?

*Latitude. Vostrum.*

So, tell me about Apple again?

*Top of the range, ahead of the times.*

Ahead of the times, what do you mean by that, Stephen?

*Highly ??? (10.37) they are using things like the iPad, you know, no-one thought they needed one, and then suddenly all of us have one and all of us buy one and everyone is trying to copy them.*

It’s interesting. How long have tablets been around? You know this tablet thing that you ....

*18 years.*

*10 years, 12 years.*

It’s been around about 15, apparently, I didn’t realise that until I started doing some research, been around about 15 years. It’s hardly sold a thing then they come along and do something and suddenly people are literally lining up outside the stores. Thank you, Stephen. This table.

*Well, they use the old tablets, you had to use a pen whereas what they’ve done is put it on the fingertip to navigate everything. So, if you put it from a user’s point of view what would a user want surfing away and watching TV and at the pictures and you read something through the internet?*

Thanks, let’s move to this table.

*Apple have a lifestyle image.*

A lifestyle image, what do you mean by that?

*Having a lifestyle just seems to portray get up and go with it now lifestyle.*

So you feel in the way you see them, I see them as being a lifestyle type of innovative company. Anything else on this table?

*Yes, design is the big difference between the two, in my mind.*

Design, tell me about that.

*Well, as it’s already been alluded to, the innovation behind Apple is extraordinarily good, whereas, Dell really are just a putter together of components in a flat black box.*

A putter together of components, ok. That’s pretty technically heavy stuff! Putter together of components, yes. It’s bound to be in Wikipedia somewhere, just type in, just go to Google, putter together of components, Dell. Ok. On the Apple side?

*Apple is better designed, more robust.*

Ok, thanks. One from here?

*Dell, their marketing is mass marketing, they do a deal with you, they’ll discount to get the sale; Apple, very focused marketing, no discounts, high quality, high premium price; also, Apple are looking for ongoing income streams now, Dell aren’t, they’ll flog you another machine when yours wears out, breaks down, is out of date but Apple have changed, they’re now looking for ongoing income streams.*

Very good, thank you Tony. This table.

*They are both technology companies but Apple are predominately a marketing company first and then technology second; they said about the tablets, they’ve been around a long time, they had a new idea but if they’d just launched that without the marketing fanfare with it, it wouldn’t have made an impact on the lifestyle image that we all have. It’s kind of like an old style, old generation new generation technology company.*

Any other thoughts from this table?

*I didn’t do this exercise because I haven’t got a clue about either of them, not knowing a thing about technology but the one thing I wrote down was Apple have created a cult.*

They’ve created a cult.

*That’s nice!*

They’ve created a cult.

*Going back to the early days before Apple ??? (14.18) Dell actually used quite a good business strategy of only building computers to order which cut down the costs and it made them look... and it actually made a USP for their business, “we only make to order”. Then, Apple came along to hit the trendy fashionable side of the market which is where there’s a lot of money and the cult, the design, everything else, so Dell have had to change tack and stack it high and sell it cheap just to try and keep going.*

This is interesting. The one that excites me most, I don’t mean that is the most right, that’s not what we’re discussing here, at all, the one that gets me out of bed and makes me climb mountains is the cult. Let me tell you why, personal view. I think Apple and Dell are asking different questions when they start doing whatever they do each year. They just, in my view, ask a whole different question. In my view, Dell represents those business folk, that’s you, you’re all in business within which you do brilliant financial planning, who ask this question “what shall we do now; what shall we deliver; what shall we design?” I think Apple are asking a completely different question. What do you think I think Apple are asking? They’re not asking what, they are asking a different question altogether and that’s what I want to spend some time on today.

They are asking a deeper question, that leaders of industries ask. I don’t mean Dell isn’t a leading computer company because it is, I understand it turns over more than Apple and Apple’s percentage of the industry is not that big but, without question, Apple lead wherever they go. They make booboos on the way, they’ve got things that have never sold, but tell me three markets in which Apple lead, currently.

*iPhone, iPod.*

What’s that all about? Music and...

*Apple Mac.*

Yes, computers. They lead this one company are innovative award leaders, global leaders in three separate markets. They lead the phone market, they lead the music market in that it’s completely erupted the music industry who’ve had to, then, start to copy them and they lead, innovatively, in the computer market. It is just the de facto standard for design and usability which Microsoft have been scared of for years, and they develop a cult. When you use an Apple you ain’t going back to PC laptops or Microsoft, you’re just never doing it because it’s just a different experience and when they launch something, when Dell launches a new Inspiron nobody lines up but when Apple launches anything people are lining up outside the store. It’s a cult that’s asked a different question.

Why might people want to do this; why might people get excited about this concept; why do people do things the way they do; why do people listen to music the way they listen to music; how could we possibly change it; why does the world work like this; why doesn’t it work like that? Thus, iPods, and iPhones and the Mac why do people have to think about code; why can’t people just touch screens and do things; why? Well, let’s answer why. Let’s design something that may take 10 years but we’re going to answer the question why.

Great little businesses ask the question “why”. Why does anybody do this; why don’t IFAs ask deeper questions and learn from coaches? Oh, I think we’ll call that life planning. Why don’t they do that? Why are they scared to go deep quickly; how could we help them change that mindset? Just why? Why do IFAs play around with investment when 95% of them haven’t a clue what they’re doing. Why? Just why; why; why; why; why. I’m not saying there’s a right answer all the time but they ask the daring question, why.

Ok. Turn to Page 8. So, picking up on Simon’s question, why bother to learn to be an entrepreneur, why bother? I need you to spend 60 seconds staring at that and then I want you to explain that graphic to me. Talk about it as a team, maybe spend four minutes as a team discussing that, what does that mean to your team, what is going on, on that page, what is he saying that brilliant entrepreneurs are brilliant at as opposed to brilliant IFAs?