



INSPIRE® 2015 Welcome Reception

E komo mai. (“Welcome,” in Hawaiian)

On Sunday, January 25, INSPIRE attendees were welcomed to the RSPA’s annual thought leadership summit in true Hawaiian fashion. The outdoor function, sponsored by Star Micronics, was held on the scenic Chapel Lawn of the Grand Wailea, and included an expansive view of the ocean and timed to coincide with the sunset, along with local style hors d’oeuvres. One of the highlights of the evening was an auction, held to raise funds for the RSPA Scholarship Fund. Auctioneer and RSPA Legal Counsel, Bob Goldberg, prodded the crowd to bid on four outstanding prizes, raising more than \$1,300 in the process.

Lots of reminiscences, introductions, laughter and fellowship—a great start to INSPIRE 2015. **c**

RSPA would like to congratulate the INSPIRE 2015 auction winners!



Dean Crotty
A Day with Golf Pro, Ryan Paulson



Steve Cuntz
Grand Wailea Resort Gift Certificate



John Giles
Poolside Cabana for a day



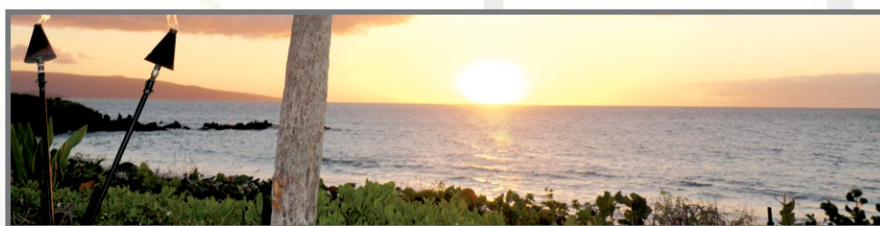
Peter Storer
Hale for 2 Spa Package

“Find the Bright Spots.”

This statement was a part of the parting words that INSPIRE® 2015 Keynote Speaker, Chip Heath, had for the more than 150 retail technology industry leaders gathered in Maui for RSPA’s INSPIRE event, January 25-28.

Although Heath (a NY Times best-selling author) meant the words as advice for an industry focused on resilience and growth in an era of rapid (and constant) change, the phrase was apt for the event itself. Luckily, there were many bright spots for this year’s INSPIRE attendees.

Held at the majestic Grand Wailea Resort on the island of Maui, the INSPIRE event returned to Hawaii with numerous “bright spots:” renewed focus on valuable education, substantive networking, and an emphasis on making connections. A record number of attendees gathered for the Welcome Reception on Sunday afternoon (see next page). On the breathtaking Chapel Lawn area of the hotel, INSPIRE attendees immediately found a bright spot, literally: the setting sun, during the event’s first function.



Other event bright spots:

- Two days of world-class education from Stanford University Business School Professor Heath who taught from his two books, *Decisive* and *Switch*
- A member luau in the majestic setting of the Grand Wailea’s Molokini Gardens, overlooking the Pacific
- A Panel of industry thought leaders, moderated by CEO Kelly Funk, discussing the EMV liability shift and how it will affect the POS ecosystem
- Extended time for reseller-vendor conversation; opportunities to network in a low-pressure environment
- Tabletop displays from our sponsors, with reps sharing information on product offerings.
- Excursions including whale watches, surfing lessons, and volcano hikes

INSPIRE is billed as the retail technology industry’s “thought leadership summit,” and 2015 lived up to that moniker. The bright spots—a term Heath uses to describe “what’s going right” in a company or process—were in abundance at INSPIRE. Education that was applicable across the industry—vendor or reseller; unlikely connections made in unlikely places (a catamaran, or dancing a hula onstage); and the overwhelming sense that even by being together in one place, as a united group, the industry can withstand anything that comes its way, in a better, bolder way. **c**



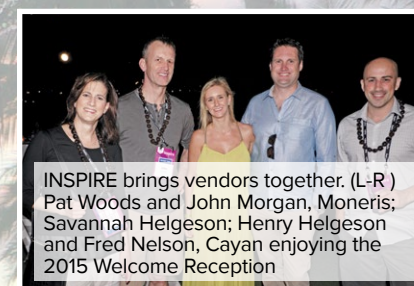
Left: Christine Leduc (Globe POS, Toronto, ON) and David Gosman (pcAmerica) catch up during the Reception.



Below: 2015 RSPA Board of Directors get into the Hawaiian spirit, displaying their best shakas.



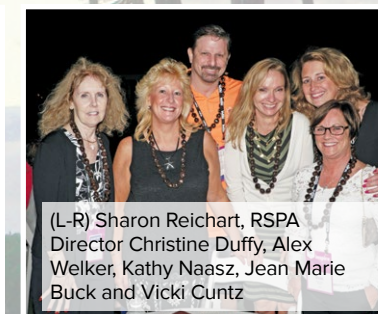
Guests received kukui nut leis upon arrival to the Reception. Here, Thomas McCole (Heartland) and wife Judith wear theirs.



INSPIRE brings vendors together. (L-R) Pat Woods and John Morgan, Moneris; Savannah Helgeson; Henry Helgeson and Fred Nelson, Cayan enjoying the 2015 Welcome Reception



Some of the best ideas at INSPIRE come from Reseller networking. Here resellers Jim and Kelli Stewart (Advanced Data Systems, Indiana) and Chris Rumpf, of Rumpf Computer Solutions, Ohio (center) enjoy the Maui sunset.



(L-R) Sharon Reichart, RSPA Director Christine Duffy, Alex Welker, Kathy Naasz, Jean Marie Buck and Vicki Cuntz

Below: Stephen Prince (right, Card Marketing Services) gets into the spirit of the auction, as Steve Wilson (left, Mercury Payments) looks on.



Below: (L-R) Nicole Kreiger, Bryon Stiller (National Information Systems, Montana), RSPA Staff Member Elena Turner and Gary Price (NEC)



Below: Bruce Mann, CRS (center) catches up with Rohan Mani (left) and Jonathan Brandon (right) of Harbortouch



Think AND, not OR: Better Decision Making Involves Having Choices

"A poll of 2000 executives reports that the majority says 'bad decisions were about as frequent as good decisions.'"

"83% of mergers create no value for shareholders."

"40% of position hires fail within 18 months."

Chip Heath shared these alarming factoids on decision-making in his first workshop at INSPIRE® 2015 on Monday, January 26. In walking the group through the principles of his best-selling book, *Decisive: How to Make Better Choices in Life and Work*, these statistics (and a few others) solicited head shaking, hesitant chuckles, and even a few gasps. Information of this sort isn't easy for anyone to digest, but for the people in the room, owners and leaders who make decisions of this sort every day, it was sobering.

"We don't live in a perfect decision world," said Heath. "[If we did], sectors of the economy would vanish: ministers, rabbis, guidance counselors, divorce lawyers [would all be out of business]."

He mentioned that trusting your "gut" isn't always the best way to make decisions; even though making intuitive decisions, based on experience and gained wisdom, is oftentimes the fallback decision process for many seasoned business owners. Heath said to trust intuition "when you have 10,000 hours (a decade) of experience; and, when feedback is quick and clear."

But for most, not falling back on intuition when times are filled with change and upheaval, is an uncomfortable position.



Heath reassured the audience that decision making, while not perfect, can be remedied with a better process for making decisions. He outlined

that process—what he terms the WRAP Process (see sidebar, next page):

1. Widen your Options.
2. Reality test your assumptions.
3. Attain some distance.
4. Prepare to be wrong.

"Widen your Options" provided an interesting analysis of decision making for the audience. Heath posited that a decision is a "choice among alternatives." Meaning, when someone is making a decision, he/she is making a decision between several options. He used the example of choosing a t-shirt: when a person has a choice of several colors.

In that case, the decision is based on multiple alternatives—there are several color options from which to choose. According to Heath, this is ideally how a decision would be made. He then shared the results of a study of the teenage decision making process, which found that teenagers make decisions based on one alternative. A thumbs up, thumbs down decision. In this example, it's like saying the choice is to buy a blue t-shirt, or, not. The teenager's decision is limited in scope—there are no other options to consider: the decision is "go to the party, or not." Heath said, "more options might [get] teens out of tough spots."

Expanding the discussion, Heath shared examples from another study. In laborious research done by Paul Nutt (an Ohio State University professor), examples of organizational decisions were collected from 168 companies in the business, nonprofit, and government sectors. In the analysis of the data collected, Nutt found that more than half of business decisions end in failure. Additionally, he discovered that 71% of company decisions were "whether or not" decisions. Heath drew more chuckles when he contrasted that rate with the rate of "whether or not" decisions for

teenagers: 70% of teen decisions were thumbs up, thumbs down decisions. Basically, Heath concluded for the crowd, these companies' decision making processes were worse than that of an average teenager.

Finding other alternatives, is often difficult for many business leaders. Whether it is that decisions must be made quickly to save money, fix a problem, or deal with change, business leaders often find themselves in the mode of making whether or not decisions. Heath calls this tendency a villain of narrow framing. "We do better when we consider other options," he said.

Heath's repair for the Narrow Framing "villain" is what he calls the vanishing options test. "Imagine if the option disappeared," Heath challenged the audience. "Often, this is the first time [the decision maker] has thought about other options."

He advised that widening your options will allow decision-makers to:

- Be Less likely to get stuck trying to salvage the bad alternative.
- Be More creative in decisions
- Understand possibilities better and be more flexible in responses.

Heath understood the logical objection some might have had to the idea of widening options—many don't want to be bogged down with multiple decisions—and don't want to suffer from choice paralysis. He advised the crowd to just "Try two!"

He concluded the segment on this first step of the decision making process, by sharing an example of a team that reviewed decisions made 10 years ago, specifically decisions that were made with 2 choices available, and those with one. The team found that the decisions made with two options, instead of one, were 600% better. Heath challenged the attendees to take a wider view of decisions.

"Even one more option helps," he said. c

Heath's WRAP Process is a framework for better decision-making:

W Widen Your Options

What is the opportunity cost—the next best thing you can do with your time and money?

R Reality-Test Your Assumptions

Can you beat confirmation bias by considering the opposite? Are there disconfirming questions you should ask? Is there a way you can spark constructive disagreement? Can you ooch? Why predict when you can know?

A Attain Distance Before Deciding

If you're stuck, you are probably lacking options or information. Can you loop back to Widen and find additional options? Can you loop back to Reality-test and collect better information to test which item might be best? Try 10/10/10. How does each option look 10 minutes from now, 10 months from now, and 10 years from now?

P Prepare to Be Wrong

Run a premortem. Imagine that it's a year from now and your decision has been a dramatic failure. What happened? Run a parade: It's a year from now and your decision is a huge success. How did you do it? Can you build in a safety factor? "Multiply estimated time to completion by 2 and budget by 3."

Motivating an Elephant: Changing When It's Hard

The second day of INSPIRE® education with Chip Heath shifted gears a bit: to change management. Using his book, *Switch: How to Change When Change is Hard* as the day's text, Heath opened his presentation by challenging the crowd to think about change itself.

In the opening segment of the session, Heath referred to Jonathan Haidt's book, *The Happiness Hypothesis*, in which Haidt identifies a metaphor to describe the division all human beings have in their automatic/unconscious processes and their conscious processes: an emotional "elephant" with a tiny human, rational, "rider." Heath contended that this duo is responsible for our ability to make decisions, react to our surroundings, and create change.

Although we may initially assume the rider is in total control and has the best intentions, Heath said that "the rider isn't always the good guy." In many ways, the rider can sabotage progress towards successful change when he is not directed appropriately. To Heath, change comes down to three basic tasks:

1. Direct the Rider
2. Motivate the Elephant
3. Shape the Path

In discussion of each element of the process of initiating successful change, Heath highlighted several key points that had resonance with the leaders in the room.

1. Directing the Rider.

"The Rider loves problems," Heath told the audience. He emphasized that the Rider is oftentimes

consumed with analyzing problems. In becoming preoccupied with the problems (the what-ifs, the what-could-go-wrongs of a situation), the Rider impedes problems. He challenged the INSPIRE attendees to do what might be hardest to do when an owner has his/her focus on solving customer issues and facing an onslaught of rapid technology change: Focus on the Bright Spots. "Think about what's going right," he said. "And [ask] can we scale it?"

When looking for what's going right, Heath says "the ideas are already out there." It's just a matter of making sure that you capitalize on those successes to create more.

2. Motivating the Elephant.

Heath reminded the audience that the Rider can go nowhere without the elephant. The sheer weight of moving an elephant (or, an organization) is too much for the Rider. So, the best strategy is to get the Elephant excited about the change as well. "Find the emotional case for change," said Heath. He stated that the leader's job is to Find the Feeling for the organization. What can you do as a leader to get the rest of the team motivated to change? Are there ways to illustrate the change, that will inspire movement from one state of mind to another?

3. Shape the Path.

Another critical step in successful change is shaping the path. According to Heath, when "good behavior is easier and bad behavior is harder," people are more easily motivated to change. The leader can create that sort of environment by tweaking it to make change more likely. He argued that smoothing the path of change in a manner that makes it easy to accomplish,



would facilitate change at a faster rate. Instead of placing blame on the individual for not changing, use the energy to find small ways to influence behavioral change.

Once the right behavior is established, Heath encourages leaders to build a habit with essential actions. Establishing simple processes to aid in building habits will help the team perform critical moves consistently.

After outlining the principles of Switch, Heath asked INSPIRE attendees break into small groups to



Chip Heath kept the crowd's attention.

apply the principles to a simulated problem: training salespeople to become consultants, rather than a traditional hardware sales rep. After some discussion, the 10+ groups presented their strategies for Directing the Rider, Motivating the Elephant and Shaping the Path. For the most part, the groups



Attendees formed workgroups to tackle change management topics.

were easily able to identify ways to Tweak the Environment, and Build Habits." However, areas like Pointing to the Destination (helping define where the org is going) and Rallying the Herd (utilizing social pressure to reinforce change in a time of ambiguity) were harder for the groups to easily identify. In an industry filled with change and constant shifting, it's no surprise that there were not as many easily identifiable strategies on identifying



Kelly Funk and Stephen Prince having a discussion during their working group.

a destination or helping a team get excited in a time of uncertainty (particularly in a 20 minute exercise).

With some reflection, and after discussing the groups' ideas and conclusions, Chip Heath offered his own take on the industry's time of change. "I think your industry needs to find the bright spots," he said. He encouraged the leaders in the room to follow their successful salespeople, and to look at what's going right in their businesses.

With that advice, he concluded two days of thoughtful education, and left the audience of 100+ with much food for thought (along with practical tools) they could use as they headed back to their businesses. c

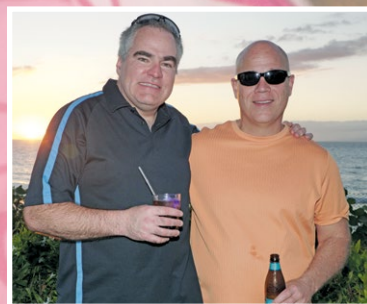
INSPIRE® 2015's Membership Dinner, Hawaiian Style

'aha'aina ("Gathering for a meal" in Hawaiian)

The view from the Grand Wailea's Molokini Garden is the stuff of postcards. An expansive green lawn with towering palm trees that are prone to sway in the frequent breezes, the entire space has an unobstructed view of the Pacific. And, as if it couldn't get more picturesque, the Garden is positioned perfectly to give everyone who stands within it a front row seat to grand sunsets.

It is in that setting that the annual INSPIRE Member Dinner was held on Tuesday, January 27. The event sponsor, EPSON, was a featured part of everyone's meal, as the guests were treated to glowing ice cubes, emblazoned with the EPSON logo. No luau would be complete without a roasted pig, and the Member Luau was no exception: attendees and their guests were able to enjoy the freshly prepared pig, as well as an extensive buffet, featuring local style Hawaiian food.

At this year's event, everyone was dazzled by a magnificent sunset, as they enjoyed some refreshments before dinner. Guests were then seated in table rounds, at which they could eat together, and enjoy the sights and sounds of a Hawaiian band and hula dancers who entertained the crowd. c



Tom Kettell (left) and Brett Van Riper of EPSON.

Below, left: hula dancers entertain the crowd; Below, right: Guests enjoyed a Hawaiian-style feast.



Reflections on Heath

RSPA's Business and Entrepreneurship Committee Chairs Bob Bauer (BMC) and Mike Seymour (Postec) led INSPIRE® attendees in a discussion on the lessons learned from Day 1 and Day 2 with keynote speaker, Chip Heath. As chairs of the Committee, whose mission is to identify and implement tools and best practices which can help Reseller businesses succeed, the two chairs led a lively discussion, in which the audience shared their takeaways from the previous sessions' information on decision making and change management, and, how those takeaways will affect the way they see their businesses as they return to them.



Mike Seymour (left) and Bob Bauer.

"People buy from people," said Bauer, as he cautioned the audience not to stray too much away from the fundamentals of selling. "You buy from people you have a relationship with: people you like."

While Bauer pushed the audience to remember to forget the basics, Cervion Systems' Hunter Allen asked a key question based on Heath's content: "How do you balance the 10,000 hour gut check with what we need to do to change to adapt?" he asked. "The challenge is to balance how much

we need to change to keep our current position."

The question of balance is one that most VARs struggle with as the push to adopt new business models seems to be an urgent priority. "Some of us may stay with technology that works now," said Mike Seymour. "iPad and Apps are

good solutions, at some levels. It is not all or nothing. It's a hybrid."

Despite the wide variety of opinions on the details, the group was in agreement that change is necessary, and in order to do that successfully, the effort to practice better decision making must precede it. c

First Timer Perspective

There were many first time attendees at INSPIRE, but one was a very special guest of the RSPA: RetailNOW® Show Floor Grand Prize winner, Andrea Roberts of Teletec Systems. Andrea won an all-expense paid trip to INSPIRE 2015 after entering in the RetailNOW show floor promotion game. We caught up with her on site in Maui.



C Have you ever been to Hawaii?

Yes, once, about 18 years ago...actually, at this resort. So this is very special.

C This is your first INSPIRE event. What were your expectations for the event?

I had the understanding that it was networking, getting closer with peers and not a huge event as it was in July/August. More of an education.

C Did it live up to your expectations?

Yes. I found that INSPIRE gives you time to think, instead of running around trying to make the next meeting. You're able to have longer conversations, and form relationships, which is different from RetailNOW, when it's all about business.

C How long have you been a member of the RSPA?

Way back when it was the ICRDA. So, twenty plus years.

C Now that you've finished up the last day of education, and had the total INSPIRE experience, what are your feelings now about the event?

[I have] a lot to take away. And that's what I came for. Our industry is changing—really fast. We're moving at a great pace, and I was looking for some hints to help with that, and I feel I've gotten some takeaways.

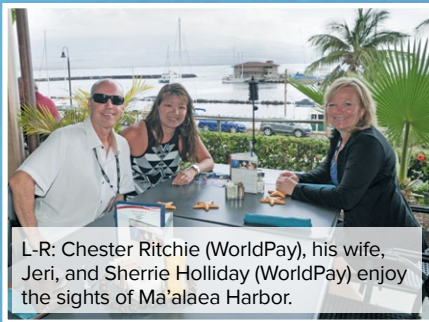
C What is your biggest takeaway?

The way that [Chip Heath] approached the lessons from *Switch*. Looking from a different perspective. As a business owner, you strive to learn or change or figure out what's the next step. And, looking at the bright spots, as we talked about, and applying that, and taking that all the way through (the business), I think that's really going to be helpful.

Seaside Goodbye to INSPIRE® 2015

Aloha oe. ("Farewell to thee" in Hawaiian)

After a morning of education, INSPIRE attendees bid aloha to the event during the Closing Farewell Excursion. Sponsored by WorldPay, the trip included lunch and a personalized tour of one of the island's must-see destinations—the Maui Ocean Center. After a buffet lunch overlooking Ma'alaea Harbor, INSPIRE participants and guests were able to see the wide variety of sea life found in the Hawaiian islands. A special show in the shark tank featured a diver, a unique acknowledgment of the INSPIRE crowd, gathered in the viewing gallery. **c**



L-R: Chester Ritchie (WorldPay), his wife, Jeri, and Sherrie Holliday (WorldPay) enjoy the sights of Ma'alaea Harbor.



Top, center: Denise Fraker gets a full view of a stingray in the panoramic aquarium.

Top, right: Lance and Lori Bell (POS Partners, IN) enjoying the views of the Shark Tank.



The marine theme of the excursion continued with the Starfish stress busters each attendee received.

Bottom, right: Ryan Christensen (left) and Randy Gunter (Spark Solutions Group, UT) are surrounded by sharks during their tour.

Bottom, center: Shana and Bobby Bauer (BMC, Michigan) take in the view at the shark tank.



Lunch at the Seascapes Ma'alaea Restaurant preceded the Ocean Center tour.



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We are excited to bring INSPIRE 2016 stateside. We've heard in the past that individuals were interested in attending, but locations outside the continental US made it impossible for them. We are hoping that by starting a three year rotation of locations (Hawaii, stateside, Caribbean) we will allow ALL that wish to attend the opportunity to do so, at least once every three years (and hopefully more often!)

2015 inspire

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