

BUSINESS EXTRA

VENTURES

Smart Path Systems Inc.

■ Golf swing trainer

Price: \$129.99

Where you can get it: smartpath-golf.com and Golfsmith

Business founders: Geoff Greig, Rick Romano and Doug Hanson

Location: Denver

Tidbits: Perfecting your golf swing doesn't have to entail expensive, one-on-one lessons or several training products.

Greig, founder and inventor of the Smart Path golf swing trainer, has created a visually based trainer, focused on teaching and reinforcing the three elements that control the flight of a golf club — path, arc and club face.

The trainer consists of a gold path with a green patch of polypropylene turf, signifying go and you're doing excellent. On both sides of the path are color-coded swing path posts — yellow, your swing isn't good or bad; red, meaning stop, you're doing it all wrong; and white,



which stands for pure flight.

"After three to five weeks of regular practice, a person's swing should be changed for the better," Greig said. "The purpose of the trainer is to help people not only

change their golf swing, but retain that change as well."

Left-handed and right-handed versions of the trainer are available.

For more information: smartpath-golf.com or 1-800-959-6077

Lily Organics

■ Organic skin-care products

Price: \$11-\$29.95

Where you can get it: Natural-food stores and lilyorganics.com

Business owner: Lily Morgan

Location: Henderson

Tidbits: Organic skin-care products may not be a terribly new concept nowadays. Unless you're the owner of Lily Organics, growing your own certified organic herbs for a line of products made fresh every week.

It may sound like a lot of work, but Morgan is passionate about the power of Mother Nature and wouldn't have it any other way.

"The synthetic ingredients used in normal skin-care products kills all the good Mother Nature has. Synthetics are not our friends," she said.

Among the herbs Morgan grows are chamomile, used for anti-inflammation; calendula, an anti-itch herb; mint, a stimulant that helps bring blood to the skin's surface; and comfrey, which has the power to heal bones, cells and tissues.

Lily Organics offers three primary lines — dry, sensitive and normal/oily — and each features a cleanser, toner and moisturizing cream. Additional products include a rejuvenating enzyme mask and oil treatment, a lip moisturizer and an at-home spa kit.

For more information: lilyorganics.com or 1-800-333-LILY



Stories by Bianca D'Angelo

ADVICE

Kathryn Arbour

Co-founder and president, Capabilities Inc.

■ "Find where the mutual interests of businesses, employees and customers intersect and cultivate that 'sweet spot' to achieve collaboration and satisfaction."

When Arbour was making a career transition from college professor to corporate executive, she felt a little trepidation. But her supervisor was there with advice Arbour has consistently used ever since.

"My supervisor drew an X," she said. "One line was the business goal, and the other line was employees and customers. Where the lines met was mutuality. I use the X over and over in my business and personal life."

Arbour said she focuses on incorporating the spirit of collaboration and desire to look for mutual interests in every stage of her business.

FIRST JOB

Bill Farrell

Market president, downtown Denver business and specialty banking, Wells Fargo Bank N.A.

■ **First job:** commercial credit analyst

Farrell graduated with a degree in business from Butler University in Indianapolis and entered a competitive training program at American Fletcher National Bank.

"I analyzed financial statements and assessed lending risks of corporate borrowers," Farrell said. "There were 15 to 20 of us, and we were competing for a finite number of jobs. It was a very fundamental, important experience."

Farrell said he wasn't sure at the time what he wanted to do for a career, and the position allowed him to polish his business skills while receiving excellent training.

"It was a tough program, but I hung in there."

Practice the right way so errors aren't part of routine

Practice makes perfect. Not true. You have to add one word: *Perfect* practice makes perfect.

I wish that I had coined that phrase, but I didn't. Legendary pro-football coach Vince Lombardi did. Practice something time and time again and, if you don't know what you are doing, all you are really doing is perfecting errors.

I have studied Russian, Chinese, Japanese and Arabic, and, quite frankly, people think I am a heck of a linguist. Actually, I am a lot slower learner than most of the students with whom I started my language classes. But there is one marked difference: I finished. They didn't.

It's kind of like a stonecutter hammering away at a rock 100 times without denting it. And yet on the 101st blow, the rock splits in two. And it wasn't the last blow that did it, but the 100 before it.

A perfect example of the above is when my son, David, and I were taking Japanese-language lessons from the Berlitz language school in preparation for a four-week trip to Japan. At the time, David was an undergraduate student at Stanford University and right at the peak of his learning curve. I was somewhat over the hill and would not be considered a fast learner. However, it made no difference because of my perseverance. Two weeks into the class, David was on Page 150 of the text and I was on Page 50. By the end of the course, he had learned approximately 35 percent more than I because of his speed and younger brain. To overcome this, I had to spend an extra three weeks of studying to catch up with him. So, in the final analysis, we both had the same Japanese vocabulary. I just had to pay a higher price.

Look at athletes and musi-

cians. There are no walk-ons at the Super Bowl or Carnegie Hall (or in corporate boardrooms, for that matter). The level of performance in those exalted places is only partially a reflection of talent. There are two other qualities that are indispensable for making it to the top — determination and expert coaching.

Harvey Mackay OUTSWIMMING THE SHARKS

Whatever you do, you can be better at it if you just keep on learning. I certainly have not mastered the art of making envelopes, selling envelopes or developing new envelopes.

The minute I convince myself that I have learned all there is to learn about a subject and can relax, that's the moment my competition will hand me my head and slam me into the pavement. The annals of business are filled with stories of companies that thought they had it made and could milk their enterprises as cash cows without having to improve their products or services. It's amazing how fast they found their markets disappearing.

Apply this lesson to your own business. Hire people who are still learning, people who feel that learning is a lifelong process — in the classroom, the office or at home. Show that you want them to grow — and your business will grow, too.

I will never forget one of my visits to Moscow, where I spotted a help-wanted sign that translated: "Inexperience Wanted!" They wanted a new employee they could train.

Mackay's Moral: All the world's a stage, and most of us need more rehearsals.

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AT THE WATER COOLER

Workers lose zest for job amid layoffs

As the market shimmies and shakes with fears of impending recession, corporations start looking to cut costs — including employees. In the past few months, for instance, Bank of America, Countrywide and Boston Scientific have announced plans to fire thousands of American workers.

American workers, hardened by more than 20 years of mass layoffs, are more likely today to be victims of a "psychological recession," according to Judith Bardwick, an expert on workplace psychology.

Many workers today feel they are living in a chaotic world of job insecurity, she says in her book,

One Foot Out the Door. Relying on questionnaire data, primarily from 1998 to 2005, she claims those workers are no longer committed to their companies or their work responsibilities.

"On average, 80 percent of the people in many companies are not engaged in the work that they do," she said, citing a Gallup poll of 12.5 million people from 2003 to 2005. "Uninvolved people take no interest in their work — they do just enough not to get fired."

To shore up employee motivation, management should work to build trust with its work force and be open to ideas, she said.

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