

BUSINESSWISE

WORDS OF WISDOM FOR SMALL
BUSINESSES WITH BIG AMBITIONS



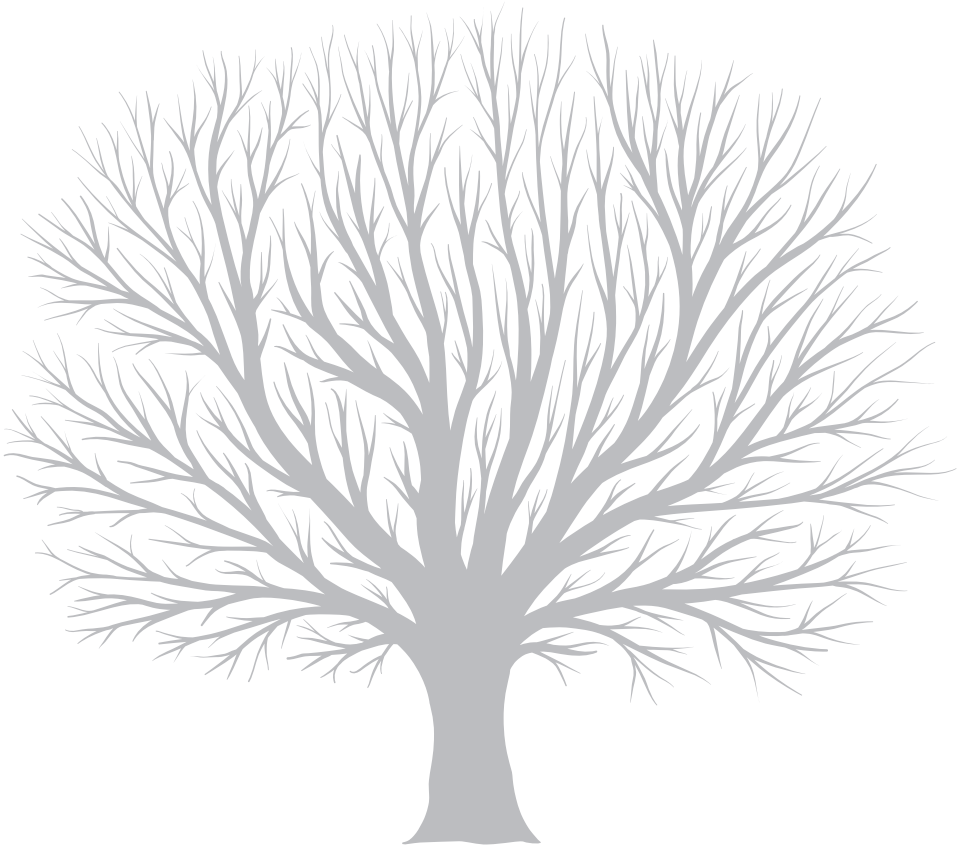
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INTRODUCTION

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ANDY COOTE

Why BusinessWise?

Businesses often lack access to crucial advice that might prevent serious mistakes in their development. At every stage in the life of a business, there are key decisions and actions to be taken which would benefit from the wisdom of true leaders in business. BusinessWise is a collection of insights and wisdom from some of the top business people around, and will add value to your business whether you are just starting out or established.

In assembling this book, we were especially aware of the power of networks. All of our contributors are life members of Ecademy.com – an online social network for business people. They are the people who stepped forward when we proposed a book to help and support small businesses and the people who set them up with such high hopes. They are exactly the right people to present an overview of business from strategy and set up, through sales and marketing, IT and accounting to the achievement of a vision through collaboration.

The book is organised in a progressive way, from immediate start-up considerations through to future planning. It can be read from start to finish, or dipped into at any stage of the process. Either way, we believe that you will get great value from the shared experience of our business network!

Setting up

Stephen Covey in his *Seven Habits of Highly Successful People*, refers to one habit as “Begin with the end in mind”. So it is with setting up

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a business. The end, a successful business, has to be considered when planning the business right from the outset.

Andy Fairweather opens this section with a chapter on exactly that: 'Setting Up Your Business and Business Planning'. It is a straightforward view on the tasks you need to undertake and the issues you need to consider when you start to build your dream business. There are a lot of realities to consider and Andy sets them out clearly so that you can make the best possible start.

While planning is important, so is the dream. Most businesses are built around the passion of the founders and their vision of how the business should operate. Rob Hook reminds us that having a vision is only half of the equation. We also have to ensure that we communicate and celebrate that vision. His chapter 'How to Create a Vision that Propels Your Business Forward' shows you how.

Marketing

The greatest product or service is useless unless the right people know about it and understand what it is able to do for them. This is the essence of finding your market and explaining what your product or service actually does in ways that interest and enthuse your market. Alan Rae considers the marketing mix in his chapter 'Marketing Online and Off- Line'. Through insights into what drives people and how they think, Alan asks the key questions, "What is your business story? And how will you tell it?"

Part of the Marketing process is the definition of your target group, the people who are most likely to buy or recommend your products or services. Marieke Hensel addresses the issue that many businesses struggle with. How do you attract your target group to your website and through that into your sales process? Her chapter, 'How to Be Found Online by Your Target Group' discusses some of the key issues of what has become known as Search Engine Optimisation (SEO) and goes beyond SEO into the necessary research and monitoring to keep improving the effectiveness of your site.

It isn't just your website that is important. The Internet offers a variety of ways to communicate and connect with your customers, partners, affiliates and suppliers. Barbara Saul covers a wide range of ideas with

some good guidelines for the use of important business tools like email and on-line collaboration. In her chapter, 'How the Internet Can Help Your Business', she also reminds us that the Internet is now mission critical for many businesses and it is therefore essential to have proper security and back up in place.

Sales

Despite the dream that the world will beat a path to our door, for most businesses the reality is that at some stage they must engage with the sales process. It is tempting to avoid the issue and concentrate on refining the product or service offering in the (probably mistaken) belief that the flood gates will open and customers will spontaneously form an orderly queue outside your door or website. The truth is, you'll probably have to get selling at some point – so why not do it from the outset?

It's a sad fact; you have to be born to sell. You have to have the "gift of the gab" to sell. And salespeople are driven, pushy, arrogant and selfishly motivated by their commission. It's all about money. You probably believe you're not a salesperson. Unsurprisingly, you're not alone.

Europe's most expensive and meanest sales trainer tells you why you're wrong on all counts if you believe any of this. Marcus Cauchi is always provocative. His chapter 'Selling Is The Easiest Job In The World' will make you realise how closed-minded you are that *you can sell better*. If you've ever discounted, been suckered into doing free consulting; if you've ever been part of a beauty parade where the buyer lied to you or got you to fight for their business with your competition; if ever you struggle to predict which business will close; or if you ever get frustrated because prospective buyers who said they're interested keep you hanging, then read this chapter. Listen to Marcus. It'll be a very uncomfortable experience. Chances are, if a competitor is taking your happy, existing clients from you, Marcus may have trained them! This chapter is an introduction to the Sandler Sales System and to Marcus himself.

Another approach, aimed specifically at the 'accidental sales person' but with relevance to anyone who sells, is 'Soft Selling– How to Sell Without Selling', a chapter from the creator of Soft Selling, Richard J

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White. Richard's approach comes from the view that people buy rather than being sold to. Soft Selling is a mindset rather than a technique and owes much to psychology, motivational theory and the persuasive use of language. If you are seeking repeat business from customers who want to buy from you, there is much in this chapter to help you achieve that.

In many sales processes, no matter how successful the relationship building, there will be a final request – “Can you get your proposals to us in writing so that we can make a final decision?” Ellis Pratt contends that many sales are lost at this point through poor and inadequate sales proposals. Wherever you think you are in the sales cycle, the proposal is a selling document and is capable of turning a poor position into a good one. It can also turn a certain sale into a loss. Sales proposals matter and in his chapter ‘Writing Successful Sales Proposals’, Ellis deconstructs the process of writing them into a series of clear and very logical steps. He also issues a very important caveat – that a proposal will never take the place of the verbal closing process.

Managing Teams

Businesses, especially those started by professional service providers like accountants, marketers, project managers and IT technicians, will find themselves in the position of bidding for pieces of business that they, alone, will be unable to fulfil. To bid for and win the business, they will need to form teams with other complementary service providers. William Buist has been doing this for some time and shares his understanding of team management with an emphasis on the management of virtual teams. He analyses what teams do and why they fail, in order to learn the lessons of what to avoid and what to work towards when building and managing your team.

Finance

Chances are that, as an entrepreneur, your eyes may glaze over when matters of finance and accounting are mentioned. As Mark Lee points out, understanding the finances of our business is crucial and that having the right accountant can make all the difference. Not all accountants are the same and you need to follow Mark's detailed advice when ‘finding, choosing and using an accountant’. He also

explains what it means to operate via a limited company and the range of topics and areas of advice that we can obtain from different types of accountant. He concludes by explaining why, in some circumstances, only a qualified accountant will do.

Many businesses that seem outwardly successful and that appear to have an excellent business model will fail every year. Why should that be? Because they run out of cash and cash is essential to pay suppliers and the revenue authorities. If cash isn't flowing through the business, all other measures of success are irrelevant. So it is worth paying special attention to Liam Wall's chapter on Cash Flow. With sage advice on what to consider when planning cash flow, and an emphasis on the areas that really matter, Liam gives important pointers to which every business needs to pay full attention.

Keeping it focussed

Being an entrepreneur is very different from being an employee, especially as many businesses are set up to operate, at least initially, from the Directors' homes. In his chapter, 'The Professional Homemaker', Simon Phillips looks at how the professional who is working from home can organise their work and leisure time not to 'do more' but 'be more'. He addresses the delights and challenges of running a business from home and offers many ideas and tips for making the experience enjoyable and productive.

For some of us who work from home or in our own businesses, the expression 'never do today what you can do tomorrow' has a special resonance. With no-one running our working lives or setting our priorities it is all too easy to fall into the procrastination trap. That feeling that you can do anything but actually end up doing nothing is familiar to many self employed people. Nicole Bachmann sets out her recipe to 'Beat Procrastination' which does, as her subtitle suggests, show you 'how to get on with the things that really matter'. Start by identifying your procrastination pattern and then do something about it – and do it now.

Communicating and Networking

Networking will be vital to building and sustaining your business and you will begin to build a reputation. Your preference will be for it to be

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a good reputation. In Judith Germain's chapter, 'When the Doors Close' we meet Keith, who has just left corporate life and can't understand why, even though he has a good network, work is just not coming in. He discovers the need to build his reputation and credibility (online and offline) is the only way that he will survive. Additionally he learns to build advocates through good content in blogs and through focused networking, which means Keith's story ends positively. Too many people in Keith's situation will find that their story ends negatively unless they make the effort to be seen by the right people and in the right way.

The meaning of your communication is in the understanding of the recipient. No matter how good your proposition, it is useless unless those who need to know about it get to hear. 'Getting your Message Across' is a chapter by a communications expert, Mindy Gibbins-Klein. Mindy is a top UK writing and publishing consultant who helps business people develop their message and express it in books, articles and blogs. As 'The Book Midwife', Mindy has brought many books into the world, including this one. Mindy suggests that you take it S-L-O-W when planning and articulating the message that you want for your business. In today's fast-paced world, it is well worth the effort of following Mindy's advice.

It may seem that the whole world, especially on the Web, speaks English and to draw from that the conclusion that there is no need to worry about the many other languages of the world. It is worth remembering that precision of meaning can be lost when reading in a second or third language. Most businesses should be considering having brochures, reports, web pages and letters written in the language of the intended recipient. Pierre Leonard specialises in translation to and from many languages and he makes a very strong case for using professional translation. Your business may depend on getting your message across clearly and congruently with both cultural and linguistic norms.

Translation is not just needed in language. Networking internationally involves ensuring that your networking behaviour also conforms to cultural requirements. With changes to the options and opportunities for international communication and networking, come new challenges about being understood by and getting our message across to people who share few of our cultural norms. It is an environment where patience, tolerance and allowing people the credit for good

intent in their communications is crucial. We all know where cultural misunderstandings have led throughout history. Could it be different with cultural understanding? Nicole Bachmann offers some thoughts and advice.

Strategies for a long-term successful business

Your business is going to depend on you as it grows. Even if you begin to outsource or delegate areas of your business, you remain the person most committed to the ultimate success of your business. Long term health, of the body and of the mind, will be, or at least should be, a priority for most business owners. The cost of medical treatment varies by country but the cost to a business of the absence of its driving force is often all too predictable. Elaine Gold works with people who want to make positive changes in their health and she shares some tips and hints for achieving and maintaining a healthy lifestyle. Borrowing from Ralph Waldo Emerson, Elaine maintains that ‘your first wealth is your health’.

Finally, Tom Evans extols the virtues of collaboration. He suggests that collaboration is ‘intrinsic to human survival and existence’. Certainly, when it comes to making a business a success, it is unlikely that all of the resources needed will be available to or affordable by a single small business. Collaboration takes place all of the time and Tom suggests that this is a very good thing and something that can be made more successful by approaching it in the right way. He uses examples from the iPod to this book to demonstrate that collaboration is all around us and not just for small businesses. His contention that collaboration is the future of business and has never been easier to achieve is well supported by examples and practical applications.

We wish you every success in business

This book is a tool to help you succeed in developing an idea into a business and a business into a success that will become your livelihood and your pension if grown successfully. The main ingredients though are not in this book. Without you and your energy and passion for your idea, nothing will happen. Indeed, all the advice in this book will be of little use without that. Whether you read this book from the beginning through to the end or dip in chapter by chapter, we hope that our insights, advice and guidance will be useful and inspirational. If we

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help make your business better and more rewarding in all senses, we will have achieved our outcome.

ANDY COOTE is a Director of Ecademy Press (www.ecademy-press.com), a cooperative publisher with a list of business and personal development books. Andy is also co-author (with Penny and Thomas Power) of *A Friend in Every City*, a book, published by Ecademy Press, about the changing world of work and leisure and the crucial role of online and offline networking in it. Andy is a life member of Ecademy.com and networks widely both online and offline.

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INTERNATIONAL NETWORKING

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NICOLE BACHMANN

Networking – or word of mouth marketing - is one of the most effective ways to gain business, to further our careers, to get access to opportunities, and to contribute to the business community we belong to.

It has been around for an extremely long time. As long as people have traded with each other and there was more than one supplier for any product or service, people have had their ‘preferred suppliers’ and were spreading the word about them.

We still do the same today – we tell people about our favourite restaurants, hotels, places to stay, where we can get the best deals for groceries, household goods, where to get that bargain for shoes, etc, etc, etc. - And, of course, it also works the other way round – if we have had a bad experience, we warn the people we know, like, and trust.

And that’s what networking is all about – becoming someone who a lot of people know, like and trust.

The more people know, like and trust us, the more we become party to the information and opportunities they are party to. The more likely they are to help us avoid pitfalls, to share information that might fast track us towards an opportunity – or away from a ‘trap’.

What has changed in comparison to a few thousand years ago is the circle of people with whom we are networking. Whilst in ‘olden days’ the majority of most people’s lives was spent within a fairly small radius of their local community, nowadays - with the help of technological advances like planes, fast trains, etc - our lives happen within a much

wider area.

And since the advent – or the ubiquity – of the Internet and the additional possibilities to communicate without borders with anyone around the world, our potential radius of operation – our space in which to live and do business – is as big as the planet.

Does this change our ability to network? Does it change the way we network? What are the opportunities this creates? And what are the challenges?

Potentially yes. Yes and no. A multiplicity. Probably equally as many. These are the short answers to the questions we just posed ourselves.

However, it might be worth spending a bit more time investigating each of those questions to become aware of what might move us forward in and/or hold us back from taking advantage of the widening of our circle of ‘friends’.

Our ability to network and how it changes in a multinational world

One of the fascinating things about networking, is this:

As we discovered above, word of mouth is one of the oldest and most effective ways of creating long-term business relationships, and most of us are doing it naturally within our social circles.

However, something in our perception of networking changes, when we are asked (by ourselves or others) to do it in a business environment.

A lot of us feel networking is a ‘dirty’ word. We perceive it as fake, people not being honest or interested in each other, and only listening so each can get their ‘selling slot’ in, once the other person has stopped speaking.

Or we’re worried about our contribution to the conversation. Will we be able to project the picture we need to get across to be able to get good results from our efforts? What if we get stuck with the most boring person in the room? What if we turn out to be the most boring person in the room? What if nobody is willing to talk to us at all?

So what changes? Are we more self-conscious in a business environment? Does what we are looking for change? Should our agenda change? Are we a different person when we move in our social circle than in our business circle?

Whatever your answers are to the above questions, it might be worth also considering what the consequences of those answers are.

If we are more self-conscious in a business environment, what message does that give about us and our ability to deal well with business pressures?

If what we are looking for changes – e.g. in a social environment we are looking to share information and help our friends, in business networking we are looking for new clients – should we re-evaluate what we are looking for and our agenda?

If our personality does change if we switch circles, which ‘us’ is real? – And what happens if those circles start to cross and mix? - Will the people from our different circles talking about us recognise they are talking about the same person?

And in an international environment, we can add other dimensions, of course:

- ☞ How does the fact that people are communicating in a second or third language influence their ability to express what they mean to put across?
- ☞ What happens to nuances, and how can we ensure that they don't get lost?
- ☞ How do different cultural backgrounds affect the values we express?
- ☞ What can we take for granted?
- ☞ How can we ensure that we give each other the benefit of the doubt, rather than misunderstand and quickly judge?

So, our ability to network changes in an international environment, and it remains the same.

What remains the same are the fears and prejudices we have to overcome and deal with to ensure that our networking is not only successful, but creates those long term relationships with people we know, like and trust (and vice versa); our willingness to be ourselves and share information, connections, opportunities and challenges; our intention to keep it real and concentrate on relationships and building a reputation, rather than looking for a quick sale.

What changes are the opportunities to learn from each other; to contribute to each other's worlds, lives and businesses; to help each other to understand not only the other person, but also the culture, the mindset and the emotional content of each other's language.

What changes is that using the additional tools that technology is providing us with – social networks, and online communities like ecademy.com – allows us to deepen relationships over thousands of miles at an affordable rate, and create business relationships and opportunities to collaborate, even if we are a micro-business and lack the resources of a big corporation.

What changes is the challenge to understand each other and build trust, even though our cultures, backgrounds, and with that our frames of reference are different and we might not see each other frequently – or ever.

So, yes, international networking does change the way we network in some ways, although not in others.

Let's look at that.

How the way we network changes in an international environment

The simple answer used to be: it makes it more expensive.

The cost of international phone calls and especially travel were a very considerable barrier for a lot of small businesses. And even within big corporations, it was discouraged in all but the highest executive levels.

With the spread of high speed Internet and the opportunities of cheap and/or even free calls that VOIP (Voice over IP or Internet telephony) brought, the cost of international phone calls has dropped drastically – and is still dropping.

International travel, through the introduction and success of no frills airlines, is available today at a fraction of the cost of about 10 years ago - although there is the cost to the planet of the carbon footprint, of course.

Again, high speed Internet seems to come up with a solution: social networks, which, in addition to written communication, allow – and encourage - audio and video file sharing and therefore give us a

plethora of opportunities to build relationships with people we have never met.

All of which is good news, if we know how to use and master these new tools we have been given for our international networking.

So, what are the challenges these new ways of communicating with each other are posing?

1. Awareness of differences in communication preferences and skills – in ourselves and other people

This is as much about whether we are visual, auditory or kinaesthetic, as about differences in styles of communication – detailed, big picture, brief and to the point, long-winded, entertaining and humorous, serious and earnest, direct, subtle, etc

Any of these will influence how comfortable we are with expressing ourselves online, over the telephone, face to face. And whilst this dimension is also present in ‘local’ networking, the fact that we are in a long-time familiar environment, where we feel we know the rules, usually helps us.

In an international environment, we might need to play by other people’s rules – or have the opportunity to create new rules, which we can agree on as we go along.

The prerogative for success in the latter, is the willingness to

Learn and practice new skills

Whatever our communication preferences (see point 1) are, we have the ability to adapt and change, if we are willing to make a commitment to do so.

And by learning new skills our overall ability to communicate in whichever environment increases. This allows us to communicate successfully with a greater number of people from a greater number of different cultures, which, in turn, increases the number of our long-term relationships, as well as our capacity to deal with those relationships.

Exploring what our preferences are and learning how to recognise other people’s, enables us to adapt our own style and make it

easier for others to communicate with us, which makes us more approachable. And if we gain a reputation of being approachable and easy to communicate with, we are already half way to those long-term relationships with people who know, like and trust us.

Which leads us nicely to number

2. *Creating (new?) systems and processes to build trust*

Whilst in our local environment we have our own 'trusted' systems to ascertain whether we are willing to get to know, like and trust another person, on an international platform, these same systems might not be as reliable.

Locally we can rely on other people we know to give us feedback about people we meet. We can 'ask around', get to know their reputation, introduce them to other people we know and see their reaction, look them up in local business directories, ask for testimonials/references (and follow those up); ask them for referrals and see whether they are willing to help etc

These methods usually work very well, they are tried and tested over centuries and because the local community is small, few real 'crooks' slip through the net unnoticed.

If we throw our net wider into the international community, we need similar systems to ensure we know with whom we are dealing and whether to trust someone to do as they say they will.

The platforms that the social networks and online communities have been and are creating recognise that need and provide for it, by allowing their members to put up profiles, but also encourage people to rate other members they have had dealings with, provide testimonials, communicate about and with each other in forums, etc. The purpose of these tools is to aid the generation of a reputation and give other members the opportunity to form an opinion about the other person that is based on more than just their one-to-one communication.

These systems transfer the 'local' word of mouth ethics into the wider community of networkers around the globe.

And interestingly the 'local' ethics and good practices of doing business look to be very similar wherever you go:

People like to do business with, and refer business to, people they know, like and trust.

Trust and ‘professional’ behaviour – i.e. respecting the person you do business with and their culture of doing business – are considered to be the foundation of good long-term business relationships all over the world.

Learning about the local culture of doing business is one of the biggest opportunities that international networking presents us with.

The more we understand how things work in another local community, and what people mean when they communicate, the more fruitful conversations – and business relationships – we will have.

Getting to know people internationally and finding introducers, advocates and ‘translators’ (of the emotional content of the language, as much as the language itself), is the most effective way to take advantage of the myriad of opportunities that are available in the international community.

This does require commitment and focus on learning and understanding the other person in advance of being able to reap the rewards of our efforts. As Thomas Edison said: ‘Opportunity is missed by most people because it is dressed in overalls and looks like work.’

Are we saying that international networking is ‘work’?

Yes, that is what we are saying. However, it’s not ‘work’ in the sense of slugging away in a boring environment and no fun allowed. On the contrary, lots of fun obligatory!

If we’re not having fun creating those relationships, what’s the likelihood of us sticking to our networking, and putting in the long-term effort required to be successful with it?

The ‘work’ we are talking about is about recognising that in international networking the time frames expand. If in a ‘local’ close relationship networking group, where you meet, say, once a week, the trust curve takes about 6 months to develop. On an international level, where we are meeting not in person, but online and via phone (VOIP or land lines), that trust curve might well take 12 – 18 months, depending on the frequency of communication and how well we understand each other. Patience is a virtue, as they say...

The 'work' is also about recognising at the outset that we are communicating in different 'languages' – even we if both happen to speak English (or French, Spanish, Italian, Russian, Chinese, etc, etc, etc). It is very unlikely that the common language we speak will not be the mother tongue of either or both of us. We need to be aware of that, and make allowances for it.

How do we make allowances?

By taking responsibility not only for what we say, but how we say it and how it might be perceived by someone who does not have our frame of reference, culturally or geographically. How do figures of speech/metaphors translate? How will a joke go down? What might the sensibilities of the other party be? What is their frame of reference and how might it change what they read/hear/see?

The quality of our communication is determined by the response we provoke.

We all know that – the art is to remember it in our day-to-day communication and interaction with people, especially when under pressure.

The flip side of taking responsibility for our communication is for the person receiving the message to take the same care with how they receive what is seen/heard/read by them. What did the person transmitting/saying/writing it really mean? Do we really think they meant to offend? What is our contribution to this 'conversation'? Are we really listening to what is said? Is there another way we could interpret this? Are we taking the responsibility to ask, if we are unclear about something – be it a metaphor, the meaning, a word, or the context?

And in this process we need another awareness – of our own prejudices and fears, which colour our response to things. Our responsibility to ask for clarification does not end, because we are afraid to ask; or worried about how the other person might react to our questions.

Giving each other constant constructive feedback about how we perceive what we are seeing/hearing/reading from each other - as well as how we are expressing it - is vital to the success we can expect in creating long term relationships via the ether – and potentially with very few – or even no! – face-to-face meetings.

How do we ensure that our feedback is constructive?

Some of the answer is in learnable techniques to give feedback effectively – and there are various different ones. Here we will concentrate on one tried and tested example, the **Feedback Sandwich**:

The **Feedback Sandwich** is one of the most effective ways of giving and receiving feedback. It allows us to be open and keep things positive. At its most basic, it involves ‘sandwiching’ a constructive comment in between two positive comments, so that the recipient gets the feeling that it is mostly positive and is left feeling good instead of bad.

However, there are a couple of crucial things to observe for it to work. If we ignore them, it very quickly turns into its opposite.

1. It is not, never has been, was never meant to be, or ever will be a replacement for pure positive feedback.

What is pure positive feedback? – Telling someone you liked what he or she has done/said/written/showed you, and what you liked about it, full stop. No qualification, suggestions, criticism following.

2. Here is an example of a good Feedback Sandwich

- The first thing we say needs to be specific, something we genuinely respect/admire (i.e. we mean what we say!) about what they have done, AND something they can agree with/ own.
- Then follow any suggestions of improvement
- And we round it up with an overall positive comment.

The other part of the answer of how to ensure that our feedback is constructive is in the spirit we enter into our communication and what we are looking to gain.

By focusing on learning from every interaction we have with our international network and on gaining a better understanding about each other, we create a culture of responsibility that will allow our relationships to flourish.

It is that culture of mutual responsibility for the way we communicate with each other that allows – and even fosters – a mindset of mutual trust, where it becomes easy to give each other the benefit of the doubt.

That creates the environment for us to work together and refer business to each other – as people we know, like and trust.

Once we have established a culture of responsibility, we need to maintain it and ensure that anyone who joins our international network understands it, and adheres to it. Therefore, as our network grows, we might need to formalise the rules of engagement we have developed along the way, and make them easily available for new people joining our circle.

This ensures that a constant new influx of people – which we are very interested in, as with each new person entering our network, new expertise, knowledge and opportunities join – does not jeopardise the existing trust and relationships.

And finally, we also need to know and permit ourselves to fail. In our communication, in our relationships, even in the business we do with each other in our international network. Failure is the quickest way to learn, and whilst we are practicing something, we are usually not perfect.

Especially if we are new to international networking, concentrating on the learning that each new contact and each new relationship brings us, taking the mistakes and failures in our stride, and retaining the focus on creating successful long term relationships, is the surest way to fast track ourselves on the road to success.

Remember when you started to learn to ride a bicycle all those years ago, and the amount of falling off it took you to get good at it and get to your destination. If you had worried/focused on falling off, you probably would never have got there. But you didn't, did you? – You were going to ride that bike, no matter what.

If you approach becoming an outstanding international networker with the same spirit, you will get to be one, and have lots of fun and learning along the way.

Enjoy the ride! – I look forward to seeing you in my international network and getting to know you.

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In her longstanding career across the international media and other industries, she has successfully lead and inspired a wide range of people from many different cultures.

Nicole is passionate about people communicating well with each other – and themselves - all around the globe AND having fun every step of the way.

Nicole is a highly experienced networker, a motivational speaker much in demand, a lecturer at London's City University and the University of Essex. She is a Networking Strategist with Magic of Networking, a co-founder of www.beatprocrastination.com, an Executive Associate of Fraser Clarke Corporate Development.

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