

Distinctive Assets do have natural managerial predators who swoop down and make ‘improvement’ suggestions that will damage your Distinctive Asset–building strategy. Here are three such predators to watch out for, and suggestions on how to deal with them, if you are directly confronted:

- *the short-attention-span manager*—this is the manager who gets easily bored with the status quo and wants to change things, to ‘keep it fresh’. They can be identified by their over-attachment to their phone or smart watch, which they use to keep themselves entertained in any meeting that lasts longer than ten minutes. To protect your assets from this type of manager, it can be useful to distract them by always having something new to highlight that is unrelated to Distinctive Assets. That way they can feel excited by the change, and you can keep the Distinctive Assets from their focus.
- *the ‘disruptor’ manager*—this is the manager that dreams of disruption and so wants to do things differently, just to be different. This manager can be identified by the picture of Elon Musk in their wallet, and their constant mantra of ‘What would Uber do?’ If confronted with this Distinctive Asset predator point out that, in times of rapid change, *not* changing Distinctive assets is the most disruptive move you can make. This should confuse them for sufficient time for you to quickly exit.
- *the shiny-new-thing manager*—this is the manager who wants to incorporate the latest in media, technology, anything. This type of manager usually identifies themselves with the call to show you their new gadget, app, tracker etc. The best approach to tackling this type of predator is to ask their opinion on how to incorporate Distinctive Assets into some form of new technology. As they focus on sharing their own opinion and the wonders of the new technology, they are distracted from commenting specifically on the Distinctive Asset.

Oxford University Press  
Australia and New Zealand  
Sample Only