

# File A timely handbook, as we dig our way out of recession

THE future of the Irish economy lies on a lot of shoulders right now, not least among them the directors and managers of businesses up and down the country.

We all keenly await the day when credit will become available to cash-strapped businesses, but what then? Competent, charismatic and responsible business leaders will be needed to rebuild an economy in ruins.

These entrepreneurs, managers and directors of the future will be upskilled and hardened by an era of recession. They will be intelligent and hands-on; they will be 'people people', and they will be keenly aware of balancing risk with common sense.

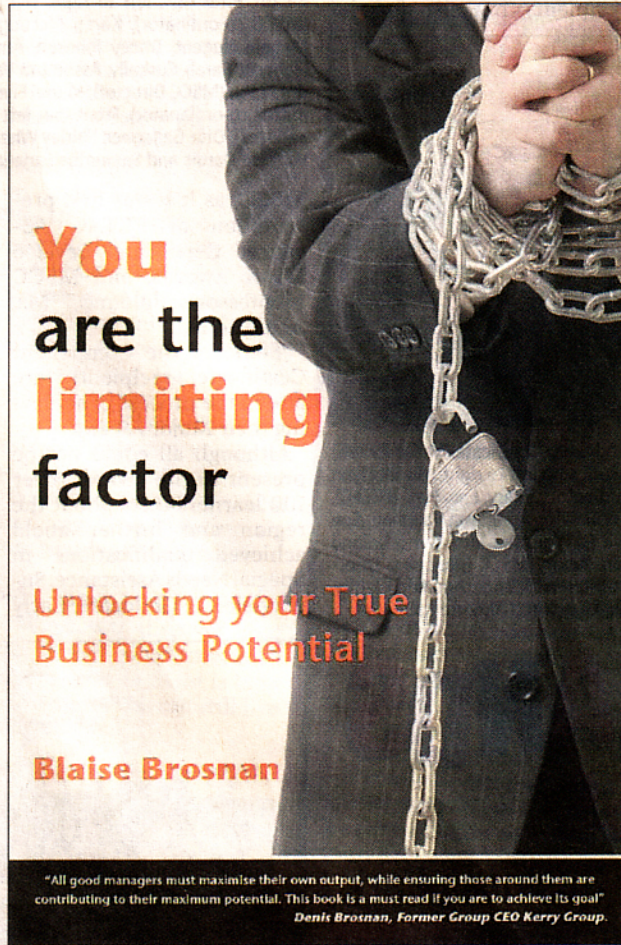
They must be well read; and hopefully, many of them will have read a new book by Blaise Brosnan, entitled 'You are the Limiting Factor: Unlocking your true Business Potential'.

Having been appointed CEO at the age of 24 of a large multi-purpose Irish business, Brosnan (in the blurb to his book) says he learnt by 'doing' and that success arose from the school of 'hard knocks'.

Some 15 years ago, he set up his own management training consultancy called the Management Resource Institute in Wexford, into which he has channelled 25 years of experience in business leadership into helping managers and entrepreneurs do what they do, only better! 'You are the Limiting Factor' became available in recent months - and as the wheels of progress creak to a halt, it is a timely release.

The book features a plethora of ideas - all of them in laymen's terms - to help business people achieve their full potential.

Drawing on years of experience in management and an innate business acumen, the author encourages his readers to think outside the box (excuse the pun - 'Outside



The front cover of Blaise Brosnan's new book on successful business management.

the Box' Learning Resources are the book's publishers at a price of €25) and make wiser decisions.

Practical, chapter-by-chapter management tips make this a very approachable book for anyone in a position to make success happen for business.

For example, one chapter deals with why the enterprise sections of major banks normally only give the 'nod' in terms of funding approval to about twenty per cent of the applicants. Brosnan, having worked closely with one of these banks and having analysed further the experiences of hundreds of business managers says the reasons for not getting the

'nod' include:

1. Business people portraying an attitude that they had a 'right' to succeed
2. Showed little or no immediate vision. They had great ideas for ten years down the road but little idea of the forecast for the next twelve months
3. Ability of the promoters: it is not so much the business plan but who will drive it
4. Banks want to see drive and motivation to turn an idea into a commercial reality
5. Many applicants did not really know what they were about or where they wanted to go
6. Funders want to work with those who have a suc-

cessful track record, particularly those who work in a 'smart fashion'.

Importantly, the book concerns itself mainly with helping you overcome (as the title suggests) the main factor limiting success - you.

Through a very readable style, the author achieves this by calling on the reader to examine his - or herself - their relationships with colleagues/superiors, their outlook on life, issues such as time management, self confidence, programmes of work and long/short-term goals.

Drawing on case studies assembled from the author's practical experiences of working with over 2,000 small/medium enterprises over two decades, 'You are the Limiting Factor' features numerous templates to facilitate the reader, in recording and monitoring their progress.

Blaise Brosnan has managed to attract testimonials for this latest book from the likes of Denis Brosnan and Philip Lynch. Both men must have liked his section on time management which advises that you must decide on the list of issues which you are going to DO tomorrow; which ones you are going to DELAY to specific dates; which issues you are going to DELEGATE and which one you are going to DUMP!

In a time of macroeconomic crisis, a focus on the 'micro' is key to the rebuilding process.

This manual goes about as far as the 'micro' can go: right to the core of one's own personality, before working outwards.

Future leaders of commerce, take note: 'You are the Limiting Factor' is your point of reference.

#### Weblinks:

Management Resource Institute - [www.mriwex.ie](http://www.mriwex.ie)  
Outside the Box Learning Resources Ltd - [www.otb.ie](http://www.otb.ie)

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