



20 YEARS OF FUELING THE
ENTREPRENEURIAL ENGINE

COMPANY CULTURE FROM 30,000 FEET

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EO | Entrepreneurs'
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DECEMBER 2007

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special section

EO MEMBER
SPOTLIGHT

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Sometimes in business, you have to take a giant step back and really look at your company. We do that all the time. Though we come from vastly different industries – and follow alternate business methods – we subscribe to a common goal: We periodically review our company's values and recruit go-getters to strengthen our company culture.

Have you looked at your company recently? If so, what defines your business? Chances are the answer will stem from your company's culture. Regardless of industry or location, the heart of any organization centers around one underlying principle: the nourishment of a progressive and pleasant work environment.

At EO, you are our company culture. Your ability to leap-frog adversity, take risks and challenge convention has shaped the identity of this organization. For 20 years, we've thrived on your unwavering passion, embraced your expertise and existed for your betterment. Along the way, we saw our message evolve, our brand mature and our company culture strengthen. And we're only just beginning.

Our goal at EO has always been to foster a fun environment that supports the growth and involvement of members. We do this by listening to your needs, investigating the possibilities and delivering the right tools to help you grow personally and professionally. In short, we do everything we can to ensure your EO experience is a memorable one.

Speaking of memories, in this issue we celebrate a culture born from the hearts and minds of our founding members. We flash back in time to detail the evolution of our core values and visual identity. We also bring you member stories about the perks and pains of everything "company culture." As always, thank you for your energy and drive. You're the reason EO's culture is thriving!

Respectfully,



Sunjay Kapur
EO Chairman



Shelby Scarbrough
EO President

EO UPDATES

→ New Addiction and Mental Health Services

In conjunction with the Healthnetwork Foundation, EO has rolled out a new addiction and mental health service for members and their families. If you or a family member suffer from a mental health issue or addiction, Healthnetwork Foundation can put you in touch with accredited treatment and medical facilities, offer consulting support and provide post-treatment recovery management, among other highly customized services. To access these services, call +1.866.968.2467 in the U.S. or +1.440.893.0830 outside the U.S., or email help@healthnetworkfoundation.org today.

→ Area Director Summit

EO hosted its third Area Director Summit 13-14 September 2007. Held in Los Angeles, CA, USA, this two-day strategic planning session was the first Global meeting to host all Area Directors, Regional Directors and key staff. The event gave ADs an opportunity to provide feedback to the EO Global Board of Directors on strategic issues for the Global organization. The meeting focused on identifying priorities for the organization and soliciting feedback from various regions.

→ 2007 EO Berlin University

We extend a big thank you to the EO Berlin University committee, led by Marcel "Otto" Yon, for their support and generosity before, during and after this amazing event. More than 250 members from around the world visited Berlin, Germany, in August to take part in a memorable University. Highlights include Frans Johansson's energetic lecture on ground-breaking innovation; Lou Paget's eye-opening breakout sessions; a world-renowned cello quartet playing Led Zeppelin at the Mercedes-Benz Financial dinner; and a closing ceremony at the historic 1936 Berlin Olympic Stadium.

→ Unleash a Billion Opportunities in New Delhi

Have you always wanted to attend an EO University but never found the time? Now you can plan ahead for one of our exciting events! Register today for the 2008 EO New Delhi University— embrace Indian culture, experience ultra-modern restaurants and visit historic landmarks. Most importantly, network with hundreds of your EO peers. For more information, visit www.eonetwork.org/universities/newdelhi.

EO'S GUIDING PRINCIPLES

BOLDLY GO!

THIRST FOR LEARNING.

MAKE YOUR MARK.

TRUST AND RESPECT.

COOL.

To some people, this is a simple string of meaningless action statements. For EO, these 12 words act as vertebrae—important principles that support the alignment of our mission and vision. For 20 years, our core values have been embedded in our company culture, motivating us to provide you with the tools you need to learn, network and grow.



Behind each value, there's real meaning. Every phrase dictates our behavior, defines how we handle chapters and encourages us when we set our member-driven goals. They embody who we were, who we are and who we want to become. We look to these principles for inspiration, especially when we think of EO's future and the exciting services we can offer members.

In many ways, these principles directly affect our membership globally, regionally and locally. As members, we receive value through our suite of benefits. For example, "Thirst For Learning" is reflected in our highly rated Universities, now held three times a year. "Make Your Mark" fits with our emphasis on mentorship. "Trust and Respect" goes hand in hand with our Gestalt-centric Forums.

We feel every EO member exhibits our core values. To see the evidence, flip to page 16 and read about select members who represent each principle in their business and personal lives. I hope you find as much inspiration from them as I have.

Regards,



BOB STRADE
EO MANAGING DIRECTOR

Congratulations, Chapter Winners!

Todd Mendenhall (center) of EO Des Moines presents Christian Sauer (left) and Oliver Beste (right) of EO Germany with the Bill Trimble Award.



A special congratulations goes out to several EO chapters who received learning and membership awards at the 2007 EO Berlin University in August.

The learning awards were handed out in recognition of outstanding performance in the pursuit of member learning. The membership awards were given in recognition of substantial membership growth. Winners were announced during the general session, and the awards were distributed at a private reception thereafter.

BELOW ARE THE 2007 LEARNING WINNERS:

Best Overall Learning Calendar for a Chapter Under 60 Members:
EO FAIRFIELD/WESTCHESTER

Best Overall Learning Calendar for a Chapter Over 60 Members:
EO NEW YORK

Best Business Development Event:
EO LONDON
SEX IN THE OFFICE: HOW TO GET AWAY WITH MURDER

Best Personal Development Event:
EO SAN FRANCISCO
BORDER PATROL: A DAY IN THE LIFE

Best Collaborative Event:
EO NEW YORK
BUSINESS HORROR STORIES: AFTERMATH OF DISASTER
IN COLLABORATION WITH EO NEW ORLEANS

BELOW ARE THE 2007 MEMBERSHIP WINNERS:

Half-Century Award
(for hitting 50+ members for the first time):
EO LONDON - 50

Century Award
(for hitting 100+ members for the first time):
EO GERMANY - 124
EO ATLANTA - 107

Bill Trimble Award
(for the most new members this year):
EO GERMANY - 47

Bill Trimble Award Runner-Ups:
EO NEW YORK - 42
EO HOUSTON - 34

Highest Percentage
(for the most member growth this year):
EO LAKE GENEVA - 150%



ESTABLISHING A TEAM-FIRST MINDSET

JONATHAN WILLCOCKS
EO VANCOUVER

I started my leadership and team-building company, Pinnacle Pursuits, from the back of my truck. I had no capital and no formal business experience. All I had was a heart full of passion, unique skills from working as a wilderness boot camp counselor for young offenders and a vision I couldn't ignore. Ten years later, my business is one of the leading experiential training companies in the world. What makes us successful? Our team approach. "People – Passion – Performance" acts as our guiding principle. But following these principles isn't always easy, especially when it comes to developing a productive and inspiring team culture.

HERE IS WHAT I DO TO KEEP MY
TEAM FOCUSED:

ALIGNMENT

We continue to excel because our work culture supports listening, teamwork and accountability. I ensure my team is fully aligned in this area, both internally with each other and externally when working with clients. This requires reflexive listening, the ability to understand the situation, ask clarifying questions and be open and curious to possibilities. This strategy ultimately leads to better results when achieving desired outcomes.

MEANING

I know that people love to be a part of something meaningful when everyone is challenged; they have a sense of responsibility, insights are shared, learning occurs and positive change takes place. I do two things to facilitate meaningful engagement with our team. First, each employee is connected to



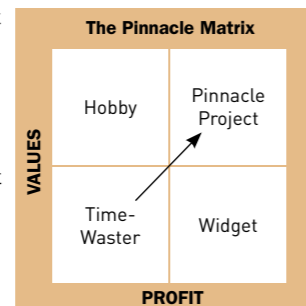
one of our three business units: youth, family and corporate. As a team, they must think critically about their projects when it comes to business strategy and finances. This creates a sense of ownership and empowers them to become more entrepreneurial in their thinking. Second, instead of the traditional hierarchy reporting structure, we have a co-creative working environment where team managers and staff can communicate respectfully, work together and are accountable to the team for their overall performance.

VALUES

Our values are People, Integrity, Excellence and Innovation. It is from these values that we base our decision making and our programming standards. When deciding on whether or not we should commit to a project, we do a “Values/Profit” analysis. We call it our Pinnacle Matrix. It is a decision-making model that’s adapted from the original McKinsey Model, though ours places Values over Profit. This has helped us establish a team-first mindset, simplify and focus while keeping us accountable to our values.

WHAT IS THE PINNACLE MATRIX?

We evaluated each of our projects based on the matrix. If a project



Case in point: In 2001, we proposed to design and manage a large adventure race. We ran this event for several years and, in 2003, it became North America's largest urban adventure race with more than 440 racers. However, it consumed a great deal of time and resources during a very busy time of year. Using the Pinnacle Matrix, we concluded this project fell into the category of "Hobby"—it was cool, it had some marketing value, but in the end, it didn't make us money.

In order to take advantage of our experience and unique expertise, we turned this race concept into a high-profile “Pinnacle Project.” We began to offer customized corporate adventure races around the world, which gave us the revenue we desired.

We continue to use this model to this day. It is simple and objective, saves the team time, keeps us moving forward and upward, and ensures we are in alignment with our values and vision.

All in all, maintaining a productive and inspiring team isn't always easy. Then again, I've learned that nothing important comes easy. But when it comes to staff retention, performance, client satisfaction and overall growth, it is well worth it. ☺



Jonathan Willcocks' company, Pinnacle Pursuits, offers action-based, adventure-learning experiences to develop better leaders and high-performance teams. Jonathan has been an EO member since 2006. He can be reached at jono@pinnaclepursuits.com.

KEEPING IT COOL

MIKE CAMPION
EO ARIZONA

Company culture ... who cares?

There was a time when a young, strikingly good-looking fellow owned a business. Culture was the last thing on his mind. "Who needs that crap?" he thought. After all, he held meetings, set quarterly goals, introduced marketing plans and had other genius plans.

Three years, a divorce and a new company later, he now believes that culture is the most valuable asset in his company. What's more, his ability to create and maintain a strong culture is his number one job (perhaps because he isn't very good at anything else). So, until you get bored and go back to looking at the pretty graphics, here is the story of that guy. If you haven't guessed, it's me.

I worked hard in my old company. I read a lot. I tried to do all the right things. We acted professional; the customer was number one and we pretended to be a big, successful

company. The only problem? We weren't. Long story short, I went through a divorce and closed the company.

Being the emotional mess that I was, I didn't feel like I could do that again. I made a decision that, in our next venture, we would simply be ourselves. Problem was, ourselves is a pretty insane, very politically incorrect bunch of idiots. We figured few people would get our unique personality, but the people who did would love us. And if we couldn't get rich by being a big company, we could at least have fun and pay our bills.

Here's how it turned out:

Our first year in business, our customers loved us. Contractors, architects and government types came out of the woodwork to buy our products. The second year, we started attracting top talent. I have been a business owner for 10 years now and have always

thought getting talent was a matter of knowing the right people and offering enough money. I can't tell you the difference between that mindset and where we are now. We have built an amazing place to work, and the best and the brightest seem to come to us. We pay similar to what our competitors pay, but people line up to work with us. Though I'm not the brightest guy on the block, I see the value of attracting people who are much smarter and more intelligent than myself to the team.

The best way I can summarize the magic we've created in this new company is through our core values: Be real, be passionate, have fun, make money and help out. That's pretty much it. It's who we are, and it's worked for us. ☺



Mike Campion is the famed Chief Shade Officer of Killer Shade. Founded in 2005, Killer Shade designs, manufactures and installs sexy, twisty shades, calls it art, marks it up and calls it a day. Mike has been a member since 2000 and is doing swell. He can be reached at mikec@killershade.com.

"I MADE A DECISION THAT
WE WOULD SIMPLY
BE OURSELVES."



“I THOUGHT I WAS PREPARED
FOR GROWTH ... TURNS OUT I
HAD SOME LEARNING TO DO.”

REBUILDING THE CULTURAL STRUCTURE

JOÃO COSTA REIS
EO LISBON

I look at a company's culture as a distinguishing mark—a personality that defines and separates a company from all the rest. For me, a company is like a country. It has its own people and history, a government, a territory and a particular culture.

My company, Domusvenda, is like a young country. We kicked off in 2003 with less than 20 employees and limited experience in an unexploited market—the acquisition and servicing of non-performing loans (NPL) in Portugal. We had the determination, the desire and the right amount of team work. We were a country ready to make our global presence felt.

Looking back, I can say that my company's culture was based on familiarity, drive, youth, informality and an almost absent hierarchy. We were like a single team working toward a common goal. People knew each other and there was a feeling of friendship and confidence. We were energized, talented and anxious to grow. I thought I was prepared for growth. Turns out I had some learning to do.

HANDLING CHANGE

My company grew at a lightning-fast pace. The growth started in 2005, but 2006 was a decisive year. Banks grew more interested in selling NPLs, and we became the most recognized company in the market. By the end of 2006, our number of employees had risen to 140, and we started to develop a solid hierarchy. As a consequence of this fast growth, the company's culture started to shift. Some changes were strategic; others came naturally. All of a sudden, I found I didn't know all the employees' names or in which department they worked. I also couldn't gauge the daily concerns of my employees. Though the growth of my business was great, it threatened to damage the identity of my company.

TAKING ACTION

I assessed the situation and took strategic action. I empowered more people to make decisions, systems were improved to create work flows, more departments were created, rules were put in place, performance-based compensation programs were implemented and recruitment became more exigent on higher skills and qualifications. This gave my company a stronger skeleton, though it wouldn't prevent a decline in office morale. Naturally, the employees became more unfamiliar with each other, and the work environment became more competitive and less personal.

MOVING FORWARD

My company managed to weather a blizzard of business woes and came out alive. Today, Domusvenda is the Iberian leader in the NPL business. And, in spite of the changes our company culture suffered, I'm happy to say that our “country” didn't lose its identity. My constant presence in the first years was a decisive factor in building and rebuilding the cultural structure. Even though the company is now quite different, I still find time to talk with most of my employees to learn about their concerns. I also try to find solutions ahead of time and maintain my company-wide presence whenever possible. By knowing what's going on at the staff level, I can better predict dilemmas. ☺



Since 1994, João Costa Reis has been a business pioneer in Portugal. He is the Founder, Chairman and CEO of Domusvenda, a company that handles the acquisition and management of non-performing mortgage, corporate and consumer loans. To reach João, you can email him at joao.reis@domusvenda.pt.

HOW COMPANY CULTURE AFFECTS YOUR RETENTION

RONEN AIRES
EO SOUTH AFRICA

Every day I ask myself, “What motivates my staff to come to work and give it their best?” Sure, I foster a comfortable environment and encourage people to grow through peer-to-peer experiences. But what keeps them coming back? Turns out, it all comes down to company culture.

Six years ago, a friend and I started The Student Village, a youth-oriented marketing company. We had just completed a short-term sentence in a stuffy corporate environment and felt we were ready to conquer the world on our own terms.

Coming out of a place that was creatively stifling and riddled with politics, I knew what kind of environment I needed. I wanted to create a cool place of business where my co-workers and I would want to spend time; a place that encouraged creativity, inspiration and fun. A place I could call my own.

I've long felt the workplace – any workplace – should be a place where people can thrive as opposed to survive. It's a place where we have an opportunity to try new things, surprise ourselves, reach new heights and have fun. I took this open-minded approach and applied it to my business. The result: I have maintained a staff retention rate of approximately 95 percent.

How does my company stay humming? Our environment is output focused as opposed to clock focused. There are also basic guidelines for office hours, but they are just that: guidelines. Yes, it is important to have some structure; however, people are encouraged to “get the job done” as efficiently and successfully as possible, not to “sit out” their hours and look busy.

Our dress code is also relaxed. This allows for individual expression through clothing. My aim is to have a staff of “integrated individuals,” people who can be themselves in the workplace. As such, we discourage the “work personality” and the “leisure-time” personality. This adds to the personalization of the work experience, one of the most important factors in my company's culture.



Ronen Aires is the Co-Founder of The Student Village, a South African marketing and media company focused on the student market. His website, www.studentvillage.co.za, is a popular online community for international students. Ronen can be reached at ronen@studentvillage.co.za.

We also have unique incentive programs for each individual. Because of the small environment, we strive to get to know what makes each staff member tick. We do this by tailoring each employee's incentives to what they are driven by— often times, it's not cash. For example, we recently rewarded our promotions team with an overseas trip. They felt so appreciated and returned from the trip inspired to strive for even greater heights.

Even though incentives are nice, there's still work to get done. To ensure tasks are accomplished, we hold weekly team meetings that allow for constant communication and brainstorming. We also talk about our strengths as a company, what needs to be improved and any ideas that could foster growth. For example, we recently introduced a new rule to ensure maximum staff attendance: The doors to the meeting room are locked at 8 a.m. This has had a surprising result— an almost perfect attendance record every time. By locking the door and not allowing latecomers to attend, the meeting has turned into something employees don't want to miss.

All in all, my company culture has helped keep my retention rate high. I know that if I continue to treat my employees with respect and provide incentives to learn and grow, it will stay that way. I believe that company culture is the DNA of every business. It is bigger than any single staff member and, if strong enough, will decide if someone will thrive or become a casualty in the company. No matter your industry, if the environment, culture and people are right, the company becomes a platform for people to grow, face their fears and ultimately thrive. ☺



The Perils of Careless Cultural Development

KATHY HEASLEY
EO ARIZONA

It was years ago when I

learned of a magical ingredient for company success and survival. Before I started my own business, I was a Marketing Communications Director for a technology company that was the leader in its industry. We were on the brink of going public. I remember the electric atmosphere like it was yesterday.

As the Wall Street suits made their way through our maze-like offices—a floor plan that was the result of exponential growth—they carried portfolios full of common, number-crunched paper: balance sheets, detailed budgets and other documents that decided whether or not a company was worth something.

They awkwardly sidestepped boxes, desks and busy people, looking incredibly out of place. It was as if they were from another world, and now that I think about it, they sort of were. The abridged version of this story is that the company went public, the markets cheered and within six years, the company was completely gone. They were absorbed by what was once a “distant competitor.” The stockholders and over-optioned employees were left holding the bag.



Kathy Heasley is the Founder of IMS, Inc., a full-service marketing communications company that helps people discover the heart of their business, package it, connect it with an audience and break through. Kathy has been an EO member since 2005. She can be reached at kaheasley@imsbreakthrough.com.

By that time, I was long gone. So was the edged-out Founder and his cohorts, people who felt that, after the IPO, the company had lost its heart and the ability to innovate, lead, take risks and win. I was young and impressionable and knew in my heart that the situation was terribly wrong. It wasn't until many years later that I realized the same scenario is played out over and over in big and small companies around the world. What's left in the rubble? People, purpose and performance.

They didn't call what we lost “culture” or “heart.” They didn't call it anything. Business simply sputtered until it couldn't last any longer. Today, I know that what they really lost was an exciting “Yes, we can!” culture. It had been replaced with a purposeless, corporate “me first” environment.

It became clear to me that the crunched numbers were virtually meaningless. The true value of the company wasn't on a spreadsheet. It was in the hearts of the employees. The Wall Street experts missed the company's most valuable asset, and the leadership simply dismissed it.

When I started my own marketing communications company, IMS, Inc., I did so with my eyes wide open to the perils of careless cultural development. Today, we practice what we preach to our clients: That there are two sides of every company—the heart and the mind. Ignoring either one puts you on the path to mediocrity if you're lucky; failure or worse if you're unlucky.

Why would our team care about culture? Because we can't build a brand for our clients or ourselves out of smoke and mirrors. It can only be built through people, purpose and performance. The stuff that's *off* the balance sheet.

In our company, there are rules, but not without purpose. We demand results, but not without reward. And most importantly, we have fun. Not at the expense of achievement, but because of it. We live the culture of heart and mind in action. And we're successful. It's my dream that every company and every employee has the opportunity to work in a positive work environment. One that provides purpose. One that generates results. ☺

“THE TRUE VALUE OF
THE COMPANY WASN'T
ON A SPREADSHEET.
IT WAS IN THE HEARTS
OF THE EMPLOYEES.”

The Hidden Value of Company Values

JASON BEANS
EO CHICAGO

It was during my seventh year in business when I took a step back, breathed and looked around. Something wasn't right. Our growth had leveled off. We became average in customer service and product quality. We kept losing talented employees. We even had customer turnover for the first time in our company's history.

The business I created no longer represented my ideals. What was the cause? There was an obvious problem with our values. As I researched successful high-growth companies for guidance, I started to see the big picture. My message and vision were getting watered down the more we grew. I was no longer directly involved with the hiring and mentoring of new employees. Because of this, people brought their old habits and values with them, changing our company culture in the process. We began to mask issues with rules and guidelines. What's worse, we were creating the very culture that forced me to leave my old job and start my own business.

The problem rested squarely on my shoulders, and I took the necessary steps to resolve it. Throughout this amending process, I learned an important paradox—the faster a company grows and the more rapidly things change, the more some things need to remain the same. It all starts with the employees. Each new employee should bring talent, value and energy to an organization. They should inject life into the company and complement existing procedures. Your company's core values have to teach employees how to succeed in your culture. The values must be clear and concise, and the company's rewards system must enforce them.

How do you know if you have the right core values? Simple. Look around. The people who embody your core values should be the most successful people in your organization. The people who do not embody them should be on their way out the door. That's the approach I take in my business. After all, change is inevitable, but values are permanent.



How I fixed my company culture:

I ESTABLISHED OUR CORE VALUES

I spent seven months with my management team working through our core values, clarifying them, cutting them down to a low number and making them easy to remember. These values had to be versatile enough that they could remain constant in a growing and dynamic company. I then spent months making decisions based on those core values until I verified that the decisions I made were almost always the decisions I would have made otherwise. Once I was satisfied, we released them to the company.

I INTEGRATED OUR CORE VALUES

The next challenge was to get employees to begin living by our set of core values. To do this, we promoted them in our internal communications, meetings and company social events. Employees received a framed set of our values to hang at their work stations. We printed t-shirts with our values on them. We created “Rock Star Awards,” whereby employees rewarded each other for applying core values in “rock star-worthy” ways. We even named our conference rooms after them. From time-to-time I would randomly approach employees and ask them to recite the core values—if they could, then they received a \$100 bill on the spot.

I EMBRACED OUR CORE VALUES

Our core values became the guiding force our company was lacking, and they were well received by all of the employees. Very quickly, our culture became less restrictive, which led to easier and more consistent decision making. Once these values permeated our company's culture, our run rate rose from US\$4.8 million to more than US\$11 million in 18 months; employee turnover dropped from 35% per year to less than 10%; and overall client satisfaction increased dramatically. Above all, employees were having fun again.

I GOT CREATIVE

To help my company stay on the right track, I created the “Diamonds, Not Coal” core value. Both materials have the same carbon make-up, but one takes intense heat, pressure and time to become something truly valuable. This value challenged us to strive for excellence in everything we do, as individuals and as a company, no matter how difficult it would be. ☺



Jason Beans is the Founder and CEO of Rising Medical Solutions and Rising Financial Solutions. He holds 19 years of managed care experience in the workers' compensation and auto market fields and has an extensive background in medical bill review, care management and finance administration. Contact Jason at jason.beans@risingms.com.



20 YEARS OF FUELING THE ENTREPRENEURIAL ENGINE

THE SPIRIT OF EO

A culture is defined as the predominating attitude and behavior that characterizes the functioning of a group or organization. To celebrate our 20th anniversary, we're highlighting the past, present and future of EO's culture in this, our third of four installments.

In these pages, you will see how far we've come in cultivating and communicating the values and practices central to the EO experience. So take a trip back in time with us and revel in the evolution of EO!

WHAT DO EO'S CORE VALUES MEAN TO YOU?

BOLDLY GO! • THIRST FOR LEARNING • MAKE A MARK • TRUST AND RESPECT • COOL

At EO, our core values are more than just words. They represent who we are and what we stand for. Below, a few members tell us what our core values mean to them:

"They remind me why, as a 24-year-old, it made perfect sense to jump head first into a venture launched with US\$200, and why 12 years later I'm still as passionate as I was at the beginning."

MICHELLE MENARD
EO Charlotte

"The EO core values are one and the same with my personal life and business values. I believe it sums up my life to date and hopefully will remain a part of my own values in the future."

JAMES STEVENS
EO Sydney

"EO has chosen ambitious words to define the values that represent the organization. I find that almost every experience I have with EO reflects one of these powerful values."

RUSSELL LUNDSTROM
EO Colorado

"To be able to make a mark, be bold, learn, trust, respect and be cool all at the same time is still an aspiration for me. I have extrapolated a set of daily rules from these values and I find that they help me run my life and achieve my objectives with a higher 'happiness' quotient."

NIKHIL NATH
EO New Delhi

WHAT WAS EO'S CULTURE LIKE WHEN YOU JOINED? WHAT'S IT LIKE NOW?

"The culture was that of a party atmosphere and the occasional business outing. Today, we're much more professional and focused. We went from a loose knit bunch of high-octane entrepreneurs to a more serious, growth-oriented community."

NEIL BALTER, EO ARIZONA

Member since 1990

"We were young and full of energy and ideas. We also had a great peer group. Today's culture is reflective of our personal and professional growth. We're now more organized, more mature and still full of energy and ideas."

STEVEN DAGG, EO VICTORIA

Member since 1992

"When I joined, the culture was young, non-judgmental, outgoing and passionate. Now, we have a greater number of members who are parents and the members are generally more seasoned. The culture is still non-judgmental, outgoing and passionate. However, as an organization, we're more mature and experienced."

MATTHEW WEISS, EO NEW YORK

Member since 1994

"The EO culture was more boot-strap when I first joined. Like a new company, you made things up as you went along. Now, like a maturing company, more processes are being put into place and there is a greater emphasis on training and support."

LAURIE LEONARD, EO CHARLOTTE

Member since 1999

"We were a mom and pop, cash hungry, fly-by-the-seat-of-your-pants-and-pray-for-success startup company. Now, we're a well-funded, well-structured, well-managed company that's able to attract the talent we need to keep increasing member value."

MYLES SHERMAN, EO HOUSTON

Member since 2001

In My Experience, You're An Idiot!

As a member, you have access to a wealth of peer knowledge and experience. Driving that experience is the EO Gestalt Language Protocol, a method of learning that impacts the way you talk to your employees, deal with clients and craft your company culture. In this article, EO's first Forum trainer sounds off on the far-reaching cultural impact of Gestalt and how it's changed EO over the years.

MO FATHELBAB

FORMER EO EXECUTIVE DIRECTOR

The words in the headline, while harsh, were nothing more than a joke. I heard the line after conducting a special Forum training in Toronto, Ontario, Canada, 15 years ago. What this joke exemplified was not only a deep understanding of what not to do vis-à-vis the Gestalt Language Protocol, but also the ethos and culture of EO for the following years.

Since then, members have learned that Gestalt affects how they deal with their Forum members, spouses, children and employees. Here are some examples.

GESTALT AT EO LEARNING EVENTS:

Attend an EO University and listen to the beloved speakers set themselves apart from all others— you'll hear the voice of Gestalt shouting the difference. At the 2007 EO Global Leadership Conference in Dubai, U.A.E., one of the major learning components was the Learning Forums. These Forums gave members the opportunity to learn from keynote speakers in an intimate setting. As I facilitated sessions, I saw a stark difference between when the speakers gave real-life stories (Gestalt) and when they spoke in general terms devoid of concrete, real-world examples. The members kept asking the speakers for real examples and they kept speaking hypothetically. It was clear to me that the members expected the benefits of Gestalt and that nothing less would do.

GESTALT AMONG EO FRIENDS:

Just the other night, my wife and I were having dinner with an EO couple. As we were driving home, we noticed that our dinner conversation was in sharp contrast to the one we had with a non-EO

couple the week before. My wife said, "I didn't feel judged and they didn't give us any advice— they were so great!" I, too, noticed that our conversation had more sharing and more heart-to-heart moments. This strengthened our friendship with the couple and encouraged us to open up about our experiences.

GESTALT IN MEMBER BUSINESSES:

I was conducting a retreat for a Forum that was barely a year old. Most of the members were struggling with Gestalt; however, one of them took it to heart. The member shared the following story:

"When I first heard about Gestalt, I was working 70 hours a week and I was the bottleneck in my company. Every decision had to go through me. After the Forum training, I changed my approach. When an employee asked me, 'What should I do about this?,' I instinctively applied what I had learned from EO. Instead of telling them what they should do, I started asking, 'What do you think you should do?' One year later, I've cut my hours down to 50 hours a week and our company has doubled in size. Of course, other factors contributed to the company's growth; still, I can't imagine how much more I'd be working if I continued to control every decision."

Most EO members have embraced Gestalt not only as a Forum tool, but as a way of life. It's changed the way we think, the way we speak and the way we connect with people. Learning from shared experiences – and not from advice – is one of the profound gifts that EO members have embraced, and I suspect they will continue to enjoy it for another 20 years. ☺



Mo Fathelbab is the Founder and President of Forum Resources Network, the largest outsourced provider of CEO-to-CEO learning Forums. Mo served as the Associate Director of EO in 1990 and as the Executive Director from 1991 to 1997. As the first Forum trainer in EO history, he witnessed EO's growth from a startup organization to a global entity with more than 6,600 members. Mo can be reached at maf@forumnet.net.



EO IDENTITY THROUGH THE YEARS

VERNE HARNISH

EO FOUNDER: 1987

HOW WOULD YOU DEFINE EO'S IDENTITY IN 1987?

"Because of a need to differentiate itself from YPO, YEO's identity was very, very entrepreneurial. We started out as an organization for entrepreneurs, run by entrepreneurs, and it was very young and exclusive. Most of the early members came from the 'ACE 100' list of the top young entrepreneurs, age 30 and under. In 1987, the organization was focused on attracting the best young entrepreneurs. We succeeded, since several members of the founding board continue to make international news 20 years later."

HOW FAR HAVE WE COME SINCE OUR LAUNCH?

"EO has gone through the same organizational dynamic as other growing companies. In the beginning, it was scrappy and entrepreneurial. We were an organization driven by friendships and lots of sweat equity. Today, the organization is professional, polished and much more political in nature. It is clear that EO is THE most prestigious organization exclusively for entrepreneurs in the world."

WHEN DID YOU KNOW EO HAD "MADE IT"?

"Like all startups, statistics show that once an organization makes it five years, the likelihood it will sustain itself is extremely high. Once I inked the deal with MIT and *Inc.* magazine in the fall of 1990 – thus launching what was known as the 'Birthing of Giants' program – I knew EO would have the credibility, visibility, steady supply of top entrepreneurs and key revenue source to sustain the organization."

LOOKING FORWARD»

WHAT DO YOU THINK EO'S CULTURE WILL BE LIKE IN FIVE YEARS?

"I see a new crop of incoming leaders willing to go after the best entrepreneurs and invite them to be members of EO. High quality begets high quality— we need the Michael Dells and Steve Jobses of this era to be involved and participate in EO events."



DOUG MELLINGER

EO PRESIDENT: 1997/1998

HOW WOULD YOU DESCRIBE EO'S IDENTITY IN 1997?

"YEO was the primary public persona in 1997 as we were getting WEO off the ground. Our identity was starting to take shape as the leading organization for entrepreneurs globally. We spent the first 10 years trying to get to critical mass. Around the 1997 timeframe, we achieved that goal, along with gaining a solid financial footing and VC backing to help set us on the path to 5,000 members."

WHAT STEPS WERE WE TAKING TO MARKET TO NEW MEMBERS?

"We raised substantial money through charitable dollars from the Kauffman Foundation and other key sponsorships. In return, we invested in the staff, providing them with the means they needed to grow the chapters and membership. We also used our relationship with YPO and WPO to get mentors to launch new chapters and invested in research to identify prospects in selected cities."

WHAT WERE SOME OF THE HURDLES WE FACED IN TERMS OF BRANDING?

"We were still pretty small at that time, though we knew we had to build our brand. We had a small staff that was trained to position and execute the EO brand as the leading organization for entrepreneurs."

LOOKING FORWARD»

WHAT DO YOU THINK EO'S CULTURE WILL BE LIKE IN 10 YEARS?

"In the future, we have to keep pushing the cultural envelope and keeping the entrepreneurial spirit alive even when we have a large budget and hit the 10,000+ member mark. Furthermore, we have to remember that there's always room for another flourishing organization that can take care of entrepreneurs' needs if we can't. We have to stay one step ahead of the game."

SHELBY SCARBROUGH

EO PRESIDENT: 2007/2008

HOW WOULD YOU DESCRIBE EO'S CURRENT IDENTITY?

"EO, as a brand, is moving from being an 'underground' network to a force in the entrepreneurial landscape. Part of our identity is the strong bond members feel for one another and the organization. This is compelling and perplexing to people who are not part of it. A little mystery goes a long way."

WHAT ROLE DOES OUR COMPANY CULTURE PLAY WHEN IT COMES TO RECRUITING NEW MEMBERS?

"In my mind, our 'company' consists of a solid staff helping members to identify and recruit other potential members. The members make up a large part of the culture. The entrepreneurial drive in each member emits an astounding amount of energy that, when pointed in the right direction, has incredible power."

HOW HAS OUR NEW APPROACH TO BRANDING HELPED DEFINE EO'S CULTURE?

"That's tough because old brands die hard. We had a great brand, and over time the organization evolved. Evolution is healthy, though sometimes it isn't easy. By investing in the re-branding, our core values stand out, the emphasis on external outreach has increased and our overall external brand awareness is growing."

LOOKING FORWARD»

WHAT DO YOU THINK EO'S CULTURE WILL BE LIKE IN 20 YEARS?

I see a dynamic organization that, because of the entrepreneurial energy, will drive EO to be the premier global entity it's starting to become. Even as EO ages, it won't get old.

"In 20 more years, we might have waiting lists for admission and a sophisticated means of connecting our members that goes beyond our current imaginations. The world is only going to get smaller. EO is currently focusing on how to help members connect more easily and on more levels. I see that being a core component of our culture in the future."

EO MEMBER SPOTLIGHT

FOR 20 YEARS, OUR MEMBERS HAVE BEEN DEFINING WHO WE ARE AS AN ORGANIZATION. BELOW ARE A SELECT FEW WHO EMBODY THE HEART AND SPIRIT OF OUR CORE VALUES.

BOLDLY GO!



AL BENNER
EO PHILADELPHIA
www.FincaLasBrisas.org

After establishing himself in the business world running a mail order business, a cat fence company and a moss garden firm, Al took a bold risk. He took a hiatus from work and traveled to Costa Rica to build a self-sufficient eco-village called "Finca Las Brisas."

WHY I "MADE THE JUMP":

"The world is becoming a smaller, more dangerous place. I'm doing this for myself and my family. I see Costa Rica as a safe haven for my family where the importance of the natural world and a sense of community can be instilled in them."

WITH GREAT RISK COMES GREAT REWARD:

"This is by far the most exciting and challenging endeavor I have ever embarked upon. It tests not only my mental toughness, ingenuity and creativity, but also my interpersonal, financial and managerial skill sets in a way that nothing else has come close to doing."

THIRST FOR LEARNING



YOSHITO HORI
EO JAPAN
http://e.globis.co.jp

Yoshito's thirst for learning has netted him tremendous success. In 1992, he founded Globis Corporation, a management services firm. In 1995, he founded the EO Japan chapter, the first Asian chapter and currently EO's second largest. He has also played an integral role in the founding of several other chapters.

WHAT A DIFFERENCE EO MAKES:

"When I started EO Japan, my company had only eight associates and it was just breaking even. I was inspired by EO to learn as much as I can and create something bigger. Now, our revenue is 20 times larger, we have approximately 250 associates and we're still growing fast."

LEARNING TO LEAD:

"To succeed in EO, members should take a leadership role within their chapter, within the region and on a global scale. Also, attend conferences to learn more about the international aspects of business. Learning from other great leaders will inspire you the same way it inspired me."

MAKE A MARK



NAOMI SIMSON
EO PERTH
www.redballoon.com.au

With 15 years of corporate marketing experience under her belt, Naomi knows how to make a mark. As the Founder of RedBalloon Days, a leading web provider of experiential gifts in Australia and New Zealand, Naomi has revolutionized the way people approach gifting.

FOLLOW YOUR HEART:

"When I started out, I had no idea where this was going to end up. I just knew I wanted to change gifting forever. When you take the first step in business, you can't see the whole road before you. You don't need to. I believe that if it's meant to be, it's up to me. There are no half measures."

WALK THE WALK:

"I believe my company's values define our business: Do what you say you're going to do; be generous and a leader; have fun; and be a little dog with a big-dog attitude. How can we deliver joy to our clients if we're not enjoying what we do? We have to practice what we preach, which is why I write a blog (naomisimson.com) to share what I have learned with others."

TRUST AND RESPECT



CHRISTINA HARBRIDGE-LAW
EO SILICON VALLEY
www.allegorytraining.com

Christina was raised by civil rights workers who believed change best happened through infiltration. This mentality motivated Christina to start a collection agency that emphasized rapport and relationship building. The result: triple the industry average in payments, not to mention invitations to weddings.

THE TRUE MEASURE OF MANNERS:

"Trust and respect in business are more important than the top-line brand messaging or simply making, marketing and selling a great product or service. The world has changed. We are now in a relationship economy. People demand transparency and trust."

CHANGING THE WORLD, ONE CALL AT A TIME:

"I remember when I called my dad and told him what I planned on doing. He said, 'Good people of the world who want to do good work need to work in the industries no one wants to be in. People will judge you; you gotta do it.' Collection agencies call more than a million people a day. Imagine if those calls are positive ones. Imagine how that would impact the world."

COOL



MARK "SCHMIDDY" SCHMID
EO SAN DIEGO
www.syndromedist.com

For 21 years, Mark, a philanthropist and former professional skateboarder, has been on the cutting edge of the sports industry. After founding AZA Industries in 1987, where he grew revenues to US\$10 million in three years, Mark created Syndrome Distribution, a high-end skateboard retailer and manufacturer.

THE DEFINITION OF "COOL":

"Cool is Warren Buffett giving US\$30 billion to the Gates Foundation and not caring about his name being attached to the gift."

HOW MY LIFESTYLE REFLECTS MY COMPANY CULTURE:

"My lifestyle and business are seamless. The people, culture and creativity in our industry produce an addictive and fun environment. My job is to celebrate that on all levels, both inside and outside of the industry, while remaining 100% at play."

Note to Self: Brace for Growth

JOANNE WILLIAMS
EO PERTH

Getting old can be scary. I learned that the hard way when it came to my business. Three years ago, we were a small entity eager to learn. We were young, ambitious and ready to take the world by storm. And then we had a growth spurt.

In the blink of an eye, the entire organization changed. Though we were praying for some measure of growth, we found ourselves distressed and disrupted by it. We endured significant internal change. We wanted to slow things down, and we grew anxious about our future. The sudden growth paralyzed us. We faced seemingly insurmountable dilemmas that threatened the identity and lifespan of our organization.

So what went wrong? I believe our company culture was largely responsible for our significant successes to date; however, the very culture we loved proved to be unsustainable in the face of that success. Simply put, the company was growing too fast for the people and processes to adjust to it.

We started making changes by creating a leadership team of five senior members to echo the original, highly effective decision-making process. We also moved the office from a cramped, old building to a new space designed for 35 employees. It wasn't much, but it was a start. We thought we were on the right track, but these changes both helped and hindered our company culture. Some of my staff see the leadership team as a secretive and non-transparent clique, and the new office is great to work in, but it's horrible for incidental communication.

"We were young, ambitious and ready to take the world by storm. And then we had a growth spurt."

The issues we have to work on can be summed up in one word: communication. But how do you give everyone enough information without overwhelming or boring them? What type of information do you give them to ensure they feel secure in the organization?

These issues are on my list of things to do. I know we'll succeed, but it's still tough knowing I can't fix everything right away. It takes patience, persistence and a lot of understanding. As is stands now, my company is, and will remain for the foreseeable future, a work in progress. ☺



Joanne Williams is the Co-Founder and Deputy Managing Director of Nido Petroleum, an oil and gas exploration and production company whose business activities are focused on the offshore Palawan Basin in the Philippines. She can be reached at jwilliams@nido.com.au.



CALENDAR

EO Global events let you network with your peers from around the world, connect to experts from a variety of disciplines and create once-in-a-lifetime experiences that can only be found through EO.

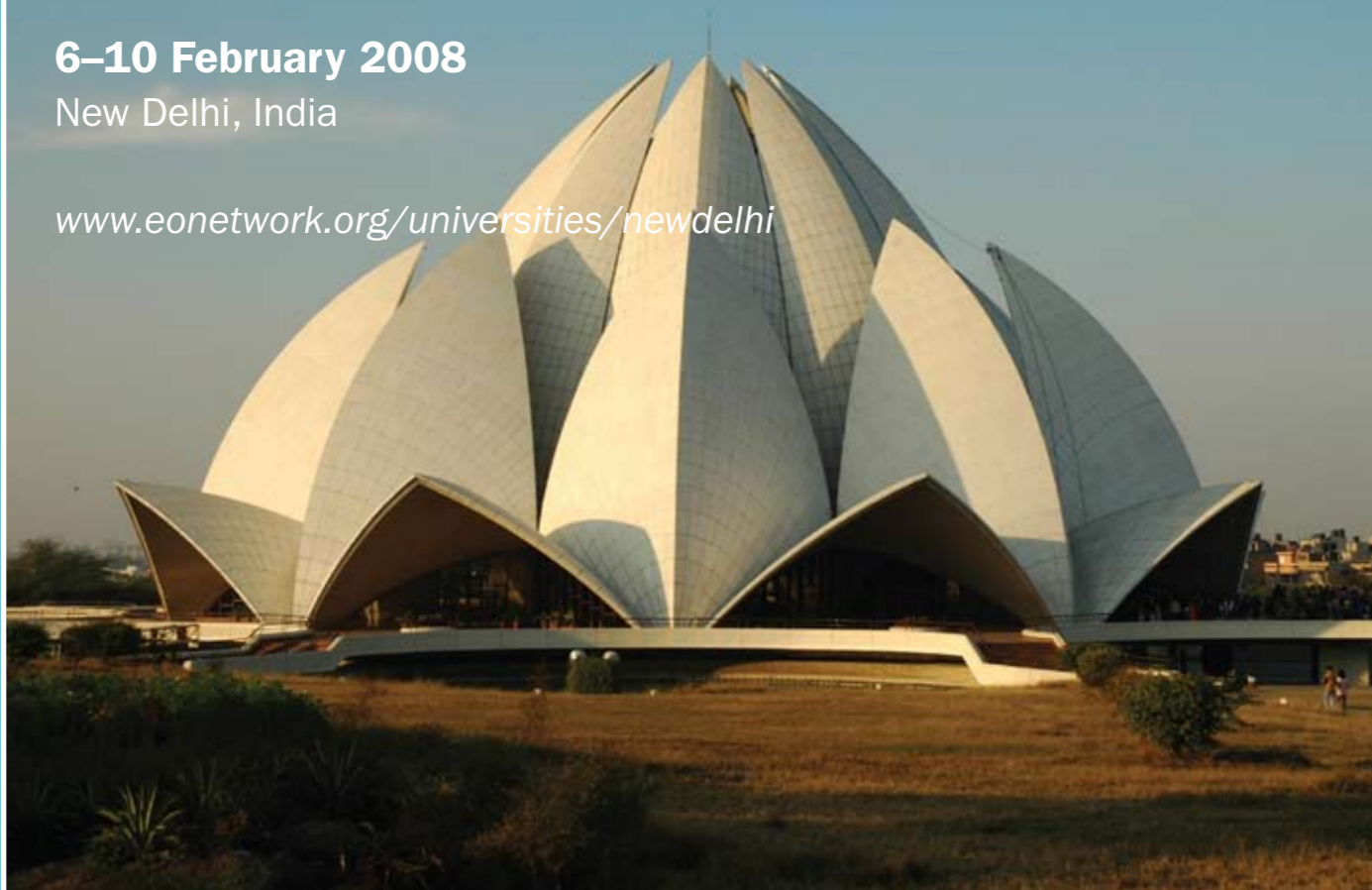
Make plans to attend at least one of these events, and discover the true power of a global community of entrepreneurs. For more information, contact events@eonetwork.org.

NEW DELHI UNIVERSITY UNLEASHING A BILLION OPPORTUNITIES

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www.eonetwork.org/universities/newdelhi



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6-8 March 2008

Querétaro, Mexico

Registration Opens December 2007



EO/MIT ENTREPRENEURIAL MASTERS PROGRAM - CLASS OF 2010 YEAR 1

(FORMERLY KNOWN
AS "BIRTHING OF GIANTS")

25-29 June 2008

Boston, Massachusetts, USA

Applications Available December 2007

* GLOBAL LEADERSHIP CONFERENCE (GLC)

8-10 May 2008

San Francisco, California, USA

Registration Opens January 2008



* GLOBAL LEADERSHIP CONFERENCE (GLC)

22-24 May 2008

Dubai, U.A.E.

Registration Opens January 2008



BOSTON UNIVERSITY

23-27 July 2008

Boston, Massachusetts, USA

Registration Opens January 2008



SINGAPORE UNIVERSITY

November 2008



ARIZONA UNIVERSITY

March 2009



* By invitation only.



ELLIE BYRD
EO ATLANTA

I have my EO Forum to thank for my newest business venture. We were on a Forum retreat five years ago, sitting around the fireplace one November evening, talking about how we didn't have a process for holding one another accountable. I volunteered to do some research and develop an accountability system we could all use.

Little did I know that within a few years, more than 50 Forums around the world would be using my system, and resellers would be clamoring to offer the product to their clients. It all started with a simple concept I call the "Three C's of Accountability." This concept is designed for all individuals, their Forums and respective companies.

Regardless of your company, industry or location, staying accountable is as necessary a function as employing the right people. If integrity is the difference-maker in the success or failure of a business, accountability is its sole line of support. Without a fair distribution of responsibilities, entrepreneurs and their employees can fall victim to irresponsible business practices. How do you create an accountable culture in your business? See my accountability system to the right.



Ellie Byrd is a highly rated EO speaker, former Chair of the Global Forum Committee and the Founder and President of The Accountability Company. Ellie offers a Forum accountability program that adds a new level of value to the Forum experience. She can be reached at ellie@accountabilitycompany.com.

My Accountability System

CLARITY

The first requirement is clarity. We must understand the objective in order to achieve it. Imagine a world-class archer, an Olympic competitor who rarely misses the bulls-eye. Put a blindfold on him and spin him around a few times. Now ask him to hit the bulls-eye. In all likelihood, he'll not only miss the bulls-eye, he'll miss the entire target. The analogy is simple: If we don't know where the target is, how can we hit it? If we don't have clear goals, how can we possibly reach them?

COMMITMENT

Commitment is about being 100% determined to achieve the goal. It's far more than just being interested. A good measuring stick is this: If you're interested in achieving something, you'll do it when it's convenient. When you're committed to something, you'll do it when it's not convenient. Review your goals and ask yourself, "Am I interested in achieving these goals or am I committed to achieving them?"

CONSISTENCY

The third requirement is probably the most neglected and possibly the most important of the three: Consistency. First, it's important to write down your goals and share them with others. This holds us accountable to sticking to them. It also gives us a consistent message. People who are constantly changing their goals will have trouble achieving them; at the same time, they are frustrating the people around them. Second, consistently reviewing your goals is important. A regular check in, like a weekly progress report, will help you achieve the maximum level of consistency.

WHAT YOU CAN DO

If you want to create a culture of accountability, you need to start by becoming crystal clear on what you want to achieve. This could involve a rigorous goal-setting process whereby you set three specific company goals for the next year, and then ask people to define their goals in support of the goals you've set. Review their plans and make sure you agree with the alignment. Work with people until everyone is comfortable with their goals.

Next, create an environment that inspires commitment. This could involve motivational training, providing support where it is needed and rewarding results. Ensure people have the tools and resources they need to accomplish their goals. Listen to their needs and concerns, and provide public recognition when they succeed. Consequences can come in two forms—positive or negative. From my experience, the positive consequences get far more mileage than the negative ones.

Finally, establish a system that supports ongoing accountability. There are plenty of choices out there. The system you choose isn't important; what's important is that you have a system and that you follow through on it. Build the system into your company processes until it becomes a natural extension of your company culture.

AND REMEMBER...

Remember that changing the culture in your company isn't an event. It's a process. It will take time and effort, and there will be some painful steps along the way. One thing I have seen repeatedly is that people who are not in alignment with the company culture will leave the company. When they realize that they're going to be held accountable – publicly accountable – to something they don't like, they choose the quickest exit and resign. But in the long run, isn't that better for your organization? ☺

THE >INTERNAL< CUSTOMER

SHEP HYKEN
EO ST. LOUIS

I've been lucky enough to speak to hundreds of clients with many different types of audiences. Most of these clients understand that customer service is not a department you call when you have a complaint. It is a philosophy.

Still, many people believe that customer service training is only for front-line personnel. And these people seem to only want to train the sales people, and of course, that "customer service department." From my experience, the people who should receive the most attention in terms of customer service are your staff. After all, they're the life-line of your business. Without them, your external customers won't receive the attention they deserve.

triangle or pyramid. The CEO is at the point. The front-line employees are at the base of the pyramid. The chain of command flows down. The responsibility to each level of management and every employee flows down. This is very traditional.

In the 1980s, Jan Carlzon, the former President of Scandinavian Airlines, wrote a best-selling business book called "Moments of Truth." In his book, he turned the pyramid scale upside down. He emphasized the importance of dealing with the outside customer. He said that rather than having the lower-level employees serve the higher levels, it should be a two-way street or vice-versa. He flipped the pyramid and put the customers at the top and the upper management at the bottom.



Customer service must be a total commitment— not just for the front line, but for every employee of any business, from the mail room attendant to the CEO. Everyone has a customer. If it's not the outside customer, then it's the internal customer.

So who is an internal customer? A simple definition of an internal customer is anyone within an organization that, at any time, is dependent on anyone else within that organization. This internal customer can be someone you work for as well as someone who works for you.

At first, you might think that because she works for me that I would always be her internal customer. After all, I'm the boss, right? Wrong. Think of it this way: I am dependent on her to help me with my responsibilities, but she is just as dependent on me to get her the right information so that she can do the best job possible. It goes both ways.

The concept is sound and strong. Customer service has to be a total-company effort. It can't just be the front line who deals with the outside customers, the ones who buy our products and services. The frontline needs the support of everyone within the organization.

The traditional structure of a company has the CEO or President at the top with layers of management underneath, ending with the front-line employee who deals directly with the outside customer. Imagine a

This is the root of internal service. It is the understanding that everybody supports everybody else in the organization. Someone once said that if you are not working directly with the outside customer, you are probably working with someone who is. Everyone within your organization has an affect on the outside customer.

Starting an internal service program is simple. Virtually every technique you have read or learned about general customer service applies to the internal customer as well. Companies that practice outstanding customer service find it is easier to attract and keep customers. Companies that practice outstanding internal service find it easier to attract and keep good employees. Employees who practice outstanding internal service find it easier to keep and enhance their careers. So, take care of your internal customers, and you'll create moments of magic. ☺



Shep Hyken is a popular EO speaker who has spoken at numerous EO events, including the 2007 EO LAC Conference. Shep works with organizations who are interested in building loyal relationships with their customers and employees. He is the Founder of Shepard Presentations and author of "Moments of Magic" and "The Loyal Customer." He can be reached at shep@hyken.com.

QUOTED &

QUOTED & NOTED

MAG NATION WINS COVETED INNOVATION AWARD



EO Melbourne member Sahil Merhant's Mag Nation, Australia's only magazine superstore, has been named winner of the prestigious Australian

Retailers Association/City of Melbourne Lord Mayor's Innovation Award. Mag Nation is the world's first concept store with a range of more than 4,000 magazine titles and a daring approach to revolutionizing a traditional and staid industry.

SKATEPARK COMPANY EXPANDS SERVICES WITH ACQUISITION

Spohn Ranch, a skatepark company founded by EO Los Angeles member Kirsten Bradford, recently acquired TrueRide, a manufacturer of wood/composite skatepark ramp systems. The

acquisition of TrueRide adds to Spohn Ranch's line of skatepark solutions by extending material options and design offerings for a new market segment.

QDATA INC. BREAKS INTO "CANADIAN TOP 100 SOLUTION PROVIDER" LIST

Every year, Canada's number one IT channel publication ranks the highest revenue-generating solution providers throughout the region. This year, EO Toronto member Jeff Lem's qdata inc. made the list, coming

in at 84. Qdata is an integrator of bar coding, RFID and wireless solutions with extensive experience in a variety of markets.

CARIBBEAN PRINTER ANNOUNCES NEW DIVISION



EO At-Large member Rhett Gordon's Caribbean Paper & Printed Products announced the arrival of its newest division: C digi Design. As the leading printer

in the Caribbean, the company will adopt rapidly advancing technology to ensure short print runs with no drying time. The new addition will help the printing firm continue to achieve the highest level of quality printed products.

COLORADO MEMBER EARNS SPOT ON PCI "TOP FIVE GROWTH COMPANY" LIST



EssentialLink, EO Colorado member Bill Douglas' supply chain solution business, was listed in the Private Company Index's "Top Five Growth Company"

slate for the second quarter of 2007. The PCI is a proprietary benchmarking tool used to measure overall performance growth and decline in private companies. It is recognized as the most authoritative source on company growth and private sector performance by practitioners in the financial markets.

VRX RANKED 38TH ON "PROFIT 100" LIST



With a revenue growth of 1,570% over the past five years, EO Vancouver member David MacLaren's VRX Studios was ranked 38th in *PROFIT*

Magazine's 19th annual "PROFIT 100 List of Canada's Fastest-Growing Companies." The list is Canada's largest annual celebration of entrepreneurial achievement.

BARCELONA BUSINESS NAMED SEMIFINALIST IN TECHNOLOGY AWARD



EO Barcelona member Erik Brieva's Polymita Technologies has been selected by the European Venture Institute (EVI) to participate

in the semifinals of the "European Venture Contest Award." Polymita Technologies provides automation and management solutions for processes, contents and enterprise portals. Polymita was already a finalist in the 2005 edition.

BANGALORE MEMBER RECOGNIZED IN TRADE MAGAZINE



As Founder and CEO of Vee Technologies Pvt. Ltd., EO Bangalore member Chocko Valliappa has been recognized in *Global Services*, a magazine that

focuses on trends in the services outsourcing and off-shoring space. The article highlights the success of Chocko's back-office services firm, which processes US\$7 billion worth of transactions annually.

TECH EXPERT HITS THE AIRWAVES



EO DC member and Esystems Co-Owner and President Glenwood Elam had some rare airtime on WTNT 570's "Business Destiny" radio program.

Along with his Co-Owner and Vice President Carl Marcelin, Glenwood discussed the company's philosophy and recent growth to tech-savvy listeners. Esystems is an information technology service provider with offices in New York, NY, USA, and Silver Spring, MD, USA. To hear the radio program or to learn more about Esystems, visit: www.esystemsinc.com.

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MEMORABLE QUOTES FROM EO MEMBERS ON COMPANY CULTURE...

"Be sensitive to the local culture and rock solid in building your own."
-BOB BOYCE, EO SHANGHAI

"An environment that promotes a great work/life balance is vital to a progressive and successful company culture. As the leader of the company, I have to set the tone."
-KELLY CUTLER, EO CHICAGO

"You can't love customers if you're not talking to them. Simply showing up to work on time and answering the phone is the first, most basic step in providing a great customer experience."
-MIKE FAITH, EO SAN FRANCISCO

"By considering what we can learn from and share with others, our industries and company cultures can grow for the greater good."
-DAVID KUTOFF, EO MINNEAPOLIS/ST. PAUL

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