

JUNE 2011



“Since I brought  
Forum home, it  
has made a huge  
difference in our  
family dynamics.”

**VANESSA HENDRIADI** EO INDONESIA  
“BRINGING FORUM HOME”  
PG. 18





“Without the proper leadership, even the best people and technology can’t produce an efficient and effective organization.”

LEADING WITH C.A.R.E.  
MATT ZEMON EO RALEIGH DURHAM  
PG. 8



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Questions?

AskCaito@eonetnetwork.org

When was the last time you looked at your business— really took a look? One of the biggest lessons I've learned is to set aside time each month to review the state of my company, and then follow up with actionable changes.

# MEASURING GROWTH AND SUCCESS

As a business owner, measuring your company's health is a critical part of sustained success. Keeping your fingers on the pulse of your organization—and in equal measure, your staff—is integral to continued growth and development. Oftentimes, we can become so busy that we have little time to survey our staff, creating a very real disconnect between the perception and reality of the state of our business. Making it a point to periodically check in on your team not only generates awareness of key issues, but it facilitates organizational transparency. We use this model in EO every year.

In alignment with our goal of building the better entrepreneur, we distribute the EO All-Member Survey on an annual basis. A comprehensive questionnaire designed to gauge member satisfaction, this survey has served an important role in the growth of EO. Not only does it afford us new insights into the health of chapters, regions and the membership at large, but it also provides us with action items to pursue from a global leadership standpoint. The development of new technologies, upgrades to learning and event programs, strategic partnerships with key alliances— these are all possible thanks to your feedback. You tell us what you need as members, and we listen.

Speaking of feedback, check out some high-level results from this year's survey below. As the input attests, EO is making waves, both internally and externally. Since the start of the fiscal year, we have made significant headway in our globalization and personalization efforts. We have also made various improvements to the organization and enhanced the EO experience, all while increasing member satisfaction across the board. I encourage you to review the survey results and reach out to your EO leaders for tips on how to leverage this knowledge in benefit of your chapter, region and EO as a whole.

In closing, I want to thank you for your passion and unwavering support. You are the reason why EO is a global thought leader on entrepreneurship, and your continued pursuit of excellence is what keeps this organization running. It's been a pleasure serving as your Global Chairman, and I wish you the best of luck on your personal and professional journey.

Building the better entrepreneur with you,

MICHAEL CAITO  
EO GLOBAL CHAIRMAN, FY2010/2011

## 2011 EO ALL-MEMBER SURVEY HIGHLIGHTS

The 2011 EO All-Member Survey proved successful, with 4,064 members completing the questionnaire— more than 55.5 percent of the entire membership! See below for some top-line results:

- » **Overall value of EO** is the highest its ever been at 8.1 (out of 10)
- » Fifty-seven percent of respondents indicated they **plan to stay with EO indefinitely**
- » Our Net Promoter Score (members who would recommend EO) **increased from 44 to 55 percent**
- » **Forum** is the **highest-rated chapter benefit** at 8.8

For more survey results, log on to your EOaccess chapter Web site, visit the "Officer Resources" section and select "All-Member Survey."

# THE VALUE OF EO



What is the value of EO? Is it the unparalleled learning opportunities, access to once-in-a-lifetime events or connections to experts? Perhaps it's the global networking, leadership training or the peace of mind knowing that you're not alone on your entrepreneurial journey? While the EO experience is different for every member, the end result is the same— we're consistently delivering value through various channels and encouraging the development of entrepreneurs everywhere.

For nearly 25 years, delivering value has been the primary focus of this organization. Since our founding, EO has served as a catalyst for innovation, creativity and global business growth. We've supported thousands of entrepreneurs, significantly expanded our reach and aligned ourselves with renowned institutions, earning the title of the world's elite community of entrepreneurs along the way. None of this would have been possible were it not for our members. Your participation and support have helped make EO a valuable resource for entrepreneurs, and have helped likeminded business owners take that next step toward greatness.

When you take a deeper look, you'll find that the real value of this organization lies within the people it supports. Friendships are formed between people. Business is conducted between people. It is the people in our lives who greatly enrich our experiences. Whether it's the connections with fellow chapter members, the trust between Forum mates or the cultural bonds with members in your region, there is no other group of individuals who share your aspirations—and who can influence your life—more than the members of EO.

To highlight this value, we created a special "What Does EO Mean to You?" spread in this issue, using your testimonials to depict how EO has played a major role in your personal and professional lives. Members from around the world share their insights into EO benefits, the relationships they built and other perks of membership, all of which offer unique looks at the complete EO experience. Your feedback is the fuel that inspires other EOers to get the most out of this organization. The value you receive on a daily basis is, and always will be, our primary focus. With your investment, EO will continue to deliver the tools you need along your entrepreneurial journey.

I hope you get as much out of this issue as I did, and that you become motivated to make more of a difference in your Forum, chapter and region. In the final analysis, those interactions are what create value in our relationships, our businesses and our lives.

Regards,

BOB STRADE  
EO EXECUTIVE DIRECTOR

## EO UPDATES

### EOaccess Updates

EO recently made several changes to **EOaccess** to ensure members are given the tools they need to excel within the organization. Specifically, we created a new navigation on members' **EOaccess** portals. These changes bring the documents, tools and reports that had previously been housed on our separate resources page into a unified navigation, making them more easily accessible. For more information, please contact the **EO Technology** department at [tech@eonetnetwork.org](mailto:tech@eonetnetwork.org).

### 2011 EO Texas University

More than 600 members and guests attended the **2011 EO Texas University**, held in Houston, Texas, USA, from 6-10 April. Co-hosted by EO Houston and several Latin America Caribbean (LAC) chapters, the University emphasized "We Speak Your Language," a theme that set the stage for cultural engagement and community involvement. Attendees experienced Texas and Latin hospitality with a flair, participated in a community event with Houston Food Bank and 33 other civic organizations, and engaged in a learning program that rated an 8.88 (out of 10). A big thank you goes out to the EO Texas University Committee!

### 2011 Global Leadership Conferences

Incoming and existing chapter leaders met to develop their leadership skills at this year's **Global Leadership Conferences (GLC)**, held 5-7 May in Chicago, Illinois, USA, and 19-21 May in Shanghai, China. Throughout the events, officers exchanged strategies on how to best lead their chapters and regions, participated in learning workshops and networking sessions, and heard from the EO Global Board regarding the strategic plan for FY2011/2012. Thanks for your support, GLC leaders!

## CONTINUE YOUR EO ADVENTURE

"EO has changed my life so profoundly in my first year as a member. Powerful growth, powerful speakers, powerful events, powerful Forum experiences."

DAVE KERPEN EO NEW YORK

### What will you get out of your EO experience?

Renew your membership by **30 June 2011** to avoid a rejoining fee. For more information, e-mail us at [renewals@eonetnetwork.org](mailto:renewals@eonetnetwork.org).

# HOW TO SURVIVE HOSTILE TAKEOVERS

RON NIELSEN EO UTAH

It's 3 a.m. on 31 March 2010. I'm staring at the ceiling, fighting back the feeling of drowning. Agonizing questions are running through my brain like elite athletes: *How could this happen? What could I have done to prevent it? What happens next?*

The day before, during a routine board meeting, a senior officer blind-sided me with false accusations and grave threats. As CEO and president of an insurance company, I had felt the rumblings of a volcano over the previous months. However, never could I have imagined how deep, widespread and destructive things would get. Nothing in my 20 years of experience had prepared me for this.

"Hostile takeover" makes it sound so ... mild. This was downright nasty. This senior officer, who knew the potential of our business, would stop at nothing to bury me and waltz into my place. For seven months, I was ravaged by sleepless nights, my marriage and family suffered, and the temptation to walk away—even with the potential loss of a substantial investment—was almost overwhelming.

With a bit of luck, a lot of persistence and more ugliness than I care to remember, I saved my company. Here are six lessons I learned about surviving an attempted hostile takeover:

- 1. Acknowledge the breakdown in your business.** For several months before the official eruption, I sensed something was wrong. I would come into the office and greet employees, only to be frosted by cold shoulders. Board members and shareholders began questioning my leadership. Looking back, the clues were obvious. Had I recognized them sooner, I could have confronted and dealt with the issue before it blew up.
- 2. Keep your finger on the pulse of your team.** My fatal mistake was not keeping my finger on the pulse of internal management. The senior officer who attacked me was someone I thought I could trust, but he was spreading rumors about me to employees, board members and shareholders. I've since learned not to completely ignore the management side of my business. I've also learned to trust my gut instincts.
- 3. Know your "why."** When confronted with a takeover, you'll be forced to choose whether to fight or walk away. If you choose to fight, you must know your "why" down to your bones, and it must be stronger than your opposition. That gets you through the dark hours and gives you the strength to face each new challenge.
- 4. Identify your support team.** Without the support of an awesome wife, Forum and assistant, I would have been a casualty of war. Know whom you can trust and build a core and intimate support team; remember to rely on them frequently. They'll talk you off of ledges and give you perspective, strength and guidance.
- 5. Invest in third-party investigations.** After consulting with my attorneys, I demanded a full investigation that cost US\$150,000— all because of false rumors instigated by one individual. The investigators delivered a clean report. These events taught me to do whatever it takes to shed full light on false claims that undermine your leadership and threaten your control. Third-party investigations are vital, even if they're not required. Although I was initially dismayed by the high cost, the investment was worth it.
- 6. Keep your board independent.** My board was corrupted by having senior officers serve as both internal managers and board members. Our corporate governance policies were also lacking in specific and critical ways. The biggest take-away: Keep your board independent by not allowing them to hold internal company positions, and make sure your governance policies are completely legitimate and updated.

The threat of a hostile takeover in business is very real. Don't be as naïve as I was. Instead, understand the threat and be prepared to deal with it. Don't give up if it happens to you. You can survive, and you will be better for it. I have the scars to prove it.

Ron Nielsen is chairman of Utah Business Insurance Company. Visit [www.utahbic.com](http://www.utahbic.com) or e-mail Ron at [ron@utahbic.com](mailto:ron@utahbic.com).

# LESSONS FROM MY FATHER

TOM SALONEK EO MINNESOTA

For many, Father's Day is a holiday of the worst possible definition: a phony event designed to sell cards and neck ties. For me, though, this Father's Day has special poignancy: It's the first time I'll be celebrating as a dad myself, and the first time that I won't be able to tell my own dad how much he means to me.

My father, Theodore, died last year in a farming accident. It was a terrible shock, to say the least, and it put my life in perspective. In the months since, I find myself remembering all the things he taught me; lessons that I want to teach Theodore, my young son.

In 2001, a local newspaper published an article about how my company, Intertech, was named one of the 500 fastest-growing firms in the nation. In the article, I credited some of my success to simple lessons that my dad taught me. Now I realize that my dad taught me so much more, and those lessons have been critical to my company's ongoing success.

"Tell the truth and you'll only have one story to remember" was one of his favorite sayings. After being in business for 20 years, I have repeatedly experienced the merit of my dad's wisdom. Recently, an important client of ours hired a CIO who turned out to be a dishonest bully. He hoped posturing, changing his story and saying whatever would resonate with me would make me complicit with his deceit. It didn't. The company fired him, but Intertech is still engaged.

This particular experience taught me that while it's easy to encourage others to tell the truth, it's harder to create an environment where truth-telling feels safe. To create an atmosphere of honesty, I've learned to support people when they fail. I also encourage my managers to tell those people who make mistakes that they're OK. I'll never forget how grateful I was when my dad did that for me.

"If you do nothing, you won't make any mistakes" were his first words after I accidentally sheared the axle on his truck when I was a teenager. After reminding me that only those who do nothing are perfect, he said, "Now let's go take a look at the truck." No shaming reprimand; just a straightforward focus on solutions. When mistakes happen in my business, I acknowledge it, learn from it and move on to the next step. At the end of the day, the mistakes are what make us great.

"If someone does something you don't agree with, tell him directly" was another belief my dad modeled. He wasn't confrontational, but he did speak his mind if he disagreed or had something corrective to say. When I asked him if this was hard to do, he would just shrug his shoulders and say, "I'm not trying to win a popularity contest." I was able to apply this lesson when a valued business partner of mine messed up. We talked through the issue and he realized that, while I recognized his mistake, I was more concerned about the future of our company and his role in helping us move forward. I'm happy to say that he's still with us today.

While popularity wasn't his goal, my dad was beloved by many. At his funeral, many people recalled stories of how he turned their lives around or did good work. It made me realize that sharing sincere praise is precious. This is something I have institutionalized within my company with a program that encourages employees to nominate each other for demonstrating our company values. Sometimes as leaders we get so busy that we don't give people the acknowledgement they need to excel. At the end of the day, awareness begets success.

My dad was a modest farmer, but he left a rich legacy of integrity, authenticity and kindness. His wisdom has helped me grow as a business owner and father. I only hope I can be at least half as effective in passing that legacy on to his namesake.

Tom Salonek (pictured, center) is CEO of Intertech. Visit [www.intertech.com](http://www.intertech.com) or e-mail Tom at [tsalonek@intertech.com](mailto:tsalonek@intertech.com).







Scaling life's mountains has taken on a new meaning for **Richard Walker**, an EO UK-London member on a philanthropy-fueled journey to Mount Everest. Nicholas Thomas, Octane's Editor, sat down with the mountaineer to talk about his upcoming expedition.

What inspired you to climb Mount Everest?  
"It all started with my father. A year ago, he mentioned that the famous explorer, David Hempleman-Adams, had invited him on a trip to Everest. Well, if he was going, there was no way I wasn't! The opportunity was just too good to pass up."

What do you hope to accomplish with this expedition?  
"Because we are novice climbers with limited experience, my father and I have personally set ourselves the responsible target of reaching the North Col at 7,020 meters (23,031 feet). We'll see how we get on. The expedition's target is clear: raise £1 million for a research programme into early onset Alzheimer's. Professionally, I just hope the business is OK without me!"

How has being an entrepreneur prepared you for being a mountaineer?  
"I think the two things are absolutely linked. For starters, to want to do an expedition like this, you have to be slightly odd ... and most entrepreneurs I know are pretty unusual people! On a more practical level, qualities such as self-belief, preparation, commitment and focus are all essential for such a long and arduous expedition. I have learned these assets from being an entrepreneur. It's all about dreaming big or attempting the 'impossible' ... this is a great example of that."

What do you think this journey will teach you?  
"Everest is above all a mental challenge. Physical fitness is essential, of course, but the real challenge comes from being on the mountain for two months at extreme temperatures and altitude; feeling continually like rubbish, but keeping positive. It is a good test of determination and will, but you also have to be disciplined with yourself— listen to your body and know when to turn around. That is the true test of character."

Is philanthropy an integral part of the entrepreneurial experience?  
"Yes, it is. The businesses that entrepreneurs create provide employment and taxes, which are both good for society. But we should also remember that a true entrepreneur looks further than that and realizes that through their activities, they have the power to change the world. All of us have had lucky breaks along the way, and who knows where we'd be if we didn't get them? We must never forget those less fortunate or in need of help."

**Richard Walker** (pictured) successfully completed his journey in May 2011, a month after this interview took place. To see how his Everest expedition went, visit [www.icelandeverest.org.uk](http://www.icelandeverest.org.uk).

# SIX TIPS FOR WRITING SUCCESS

LISA MESSENGER EO SYDNEY



As entrepreneurs, we're always looking to share our knowledge with the masses. These days, almost everyone has a book or is talking about having one, because they understand the undeniable value: books are powerful marketing tools for us and our businesses. Whether you're an experienced writer or a first-time author, here are some things I've learned about the book-writing process that can help you put your thoughts to print:

- 1. Content is gold.** The content of a book is what ensures its long-term success. Clever marketing campaigns initially can propel almost any book, but to make it last, it's the content that will carry a book. It's important to invest significant time, research and energy into your content. Here's my policy: Write, polish, re-polish, re-write, produce.
- 2. Never edit your own work.** Refine, yes, but never edit. Even the best communicators have their work edited and re-edited. Releasing your manuscript to an expert is liberating and empowering, so ensure you recruit an experienced and well-regarded editor. Fight the essential battles with them over content, but otherwise, trust their judgment.
- 3. Engage experts.** Many first-time authors think they can save money—and even time—if they do everything themselves. They say the content is all in their head and they just need to extract it, but I have watched this scenario fail over and over again. Engage experts from the start to help in your areas of weakness. It will ensure a premium product, and oddly enough, it often ensures that the product is created at all.
- 4. Support your book with a business plan.** Books are businesses in themselves. Whether you are self-publishing or taking the traditional publishing route, the investment of your time and resources deserves a well-researched and calculated plan. Know why you're writing it, how you plan to use it and the possible and/or expected return, financial or otherwise.
- 5. Understand the commercial realities of books.** Books can be amazing money spinners ... they can also fall flat on their faces. I know many authors with thousands of copies sitting in their garages. Creating the book is truly the easy part; selling it is where it gets tricky. For most people, it takes a lot of marketing to offload thousands of copies. I was lucky to sell 55,000 copies of my first book, but it took time and diverse sales initiatives. That should not deter you, but it should help you understand that your sales strategy must be multi-dimensional and enduring.
- 6. Realize the value in a book.** It's more than just something to read. It's one of the most potent marketing tools in your arsenal. Sell it for revenue, give it away to generate publicity and interest in your business or use it as an expensive business card for prospective clients. Whatever your motivations for writing the book, do not miss the marketing opportunity in your hands. When those boxes arrive, make sure you already have a plan for distribution.

When it comes down to it, writing a business book can help you stake your claim in your industry, and more importantly, the business world. More than a million new titles are produced every year— could yours be one of them?

**Lisa Messenger** (pictured) is CEO of The Messenger Group. Visit [www.themessengergroup.com.au](http://www.themessengergroup.com.au) or e-mail Lisa at [lisa@messengermarketing.com.au](mailto:lisa@messengermarketing.com.au).



# LEADING WITH CARE

MATT ZEMON EO RALEIGH DURHAM

When I created my company, American Support, the plan was simple: to provide top-level customer and billing services for small cable companies. But two years in, we weren't exactly doing that. Our prices were competitive and the business was growing, but an overseas call center partner wasn't giving our customers and their subscribers the level of service we promised and they demanded.

To fix that problem, we turned to technology that would allow our customer service representatives to work from home in a virtual call center. By doing this, we could hire an all U.S.-based workforce and reduce our costs compared to a central call center, while improving customer satisfaction and our overall quality of work. This sounded like a great approach, but going to a decentralized, virtual organization presented a whole new set of leadership challenges that significantly impacted the company.

With employees in more than 115 cities across 26 states, we struggled to provide clear guidance and leadership to our front-line customer service representatives. We were slow to communicate and resolve problems. We were not clear with how we measured success. Worst of all, we were not providing the support our representatives needed. As a result of those shortcomings, we found ourselves spending too much time working to resolve simple conflicts and not enough time focusing on improving our product.

To make the virtual organization work, we had to adopt a new method of leadership for our company, and for us, that was focusing on the C.A.R.E. model. C.A.R.E. stands for **C**onnectivity, **A**spirations, **R**esults and **E**thics.

**Connectivity** is exactly what it sounds like: We needed to make our work-at-home employees feel more connected to the overall organization. We did this by creating an internal social network and a program to reward employees who did good work and met company goals. Additionally, we adopted a small-teams format with success coaches that worked with 10-12 service representatives to improve feedback and access to management.

**Aspirations** refer to organizational and individual goals and expectations. We made it clear to all employees what is expected of them, while also providing a defined road map for advancement to meet their career aspirations. Each employee—from the front-line representative to upper-level management—has a one-page plan that lists all of the company's goals for the short term and long term.

**Results** are tracked through a scorecard system. Each employee has a scorecard that lists his or her daily, weekly and monthly objectives, and applies metrics to various job functions. With these scorecards in place, we can track progress and respond more quickly if an employee is not performing well. What's more, all employees post their quarterly goals and results for the rest of the organization to see, which ensures that everyone is working with the end goal in mind.

**Ethics** refers to how we operate. We hold our core purpose, values and commitment to our customers in the highest regard, and through consistent action and repetition of our core values, we keep our employees focused on making sure they meet those standards.

While technology often makes it easier and more efficient for us to do our jobs, it's our people that make all the difference in a business. Throughout this readjustment process, I have learned that without the proper leadership and management, even the best people and technology can't produce an efficient and effective organization.

**Matt Zemon** is the president of American Support. Visit [www.americansupport.com](http://www.americansupport.com) or e-mail Matt at [mzemon@americansupport.com](mailto:mzemon@americansupport.com).

## NAVIGATING THE CHINESE SOCIAL NETWORK

ANDREW COLLINS EO SHANGHAI

Navigating through the array of Chinese social networks has become a battlefield once only seen in the middle of war. However, there are a few steps to follow when establishing an effective social media plan designed to connect to the Chinese:

1. **Forget Facebook and Twitter.** This may be tough to digest; however, you must expect to tap into the conversations, friend networks and forums that the Chinese populate. Social media sites are blocked in China by government censorship, and the local networks have had a massive head start to establish themselves as global players. A majority of businesspeople in China frequent sites like Douban, Renren, Kaixin001 and TaoBao. How much of your communication is directed on these channels?
2. **Leverage Blogger Influence.** When it comes to doing business with the Chinese, nothing is more influential than a peer-to-peer referral. For the most part, the Chinese adopt their favorite bloggers as their own. Be sure to research key online bloggers who have a large following within your industry, and start to engage them. Include them in your strategy, allow for gifts, pay (if need be) and support them—it will pay you back tenfold.
3. **Understand the Latest Online Language.** A savvy social media strategy includes effective conversational marketing and content driving with up-to-date and fashionable online language ... in Chinese. Trends can change from month to month, so be sure to stay abreast of what's currently driving local campaigns. Remember, Chinese is the most used language online.

The Chinese social network space offers a plethora of opportunities to create dedicated social media campaigns to drive traffic to your destination. These networks offer various pros and cons, so before you attempt to connect to the world's most populated country, be sure to gain local insight as to where to invest your time.

**Andrew Collins** is CEO of Mailman. Visit [www.mailmangroup.com](http://www.mailmangroup.com) or e-mail Andrew at [Andrew@mailmangroup.com](mailto:Andrew@mailmangroup.com).

## EO ASKS: WHAT'S THE NUMBER ONE MYTH ABOUT ENTREPRENEURSHIP?

"Life balance as entrepreneur; there is no such thing. The best you can hope for is a blended life that allows for managing a client crisis while passing out snacks at your child's soccer game—being in balance is overrated."

**LAURA LOVE**  
EO COLORADO

"That people become entrepreneurs to be rich. It's not about the money; it's more about the feeling of personal success, to continuously be your best and accomplish your dreams and goals."

**IAN GARCIA DE ALBA**  
EO GUADALAJARA

"That everything we do is correct. In general, employees believe that we're always right, so they don't question what we do. This is especially true if you make a lot of money."

**DR. MELISSA F. ROBITAILLE**  
EO JACKSONVILLE

"The number one myth about entrepreneurship is that the 'idea' is enough. I don't think anyone in EO feels this way, but the general public does."

**JACKIE DEMKO**  
EO ST. LOUIS





# WHAT **ONE WORD** WOULD YOU USE TO DESCRIBE **EO**?

## “Roots.

If you are a tree, then EO is your root system. The more you get involved, the stronger and deeper your roots become, allowing you the foundation to build a great life and business.”

**JASON MCDUGALL** EO VANCOUVER

## “Inspiration.

I am learning to think of things in a different way. I am learning that I am not alone in how I feel. I am motivated personally and in business. I am inspired.”

**LORI KARMEI** EO SOUTH FLORIDA

## “Instrumental.

EO has been very instrumental in my life. I am a single mother running a growing business, and there are times when it all gets too much, but my Forum helps me balance the best of all worlds.”

**JACQUI SPICE** EO NEW ZEALAND

## “Strategic.

EO gives me important strategic insight into how to best manage and grow both my company and myself.”

**ROB PARKER** EO DETROIT



# WHAT DOES **EO** MEAN TO YOU?



# LEVERAGE THE **EO NETWORK**

**TODD GABEL** EO CHICAGO

You never know when inspiration will strike. In April 2010, I attended the EO Orange County University. The event took place just a few weeks after the launch of the Apple iPad, and being a self-proclaimed “gadget junkie,” I was showing off my new device. I soon noticed that members’ iPads became noticeably dirty with oily fingerprints. I attempted to clean my own screen with a hotel napkin, but succeeded in only smearing the smudges around.

Seeing these savvy businesspeople with their grimy iPads, I came up with an idea. I set out to design a product that would be effective at cleaning messy screens and still remain as fashionable as the gadgets themselves. The only problem: I had a great invention, but zero experience bringing a consumer product to market. I needed to assemble a killer marketing, PR, manufacturing and distribution team ... so I turned to my fellow EO members for help.

Starting in China, I connected with Leo Xiang (EO Shanghai), who helped me set up my manufacturing and packaging facilities. Back in the US, Mike Maddock (EO Chicago) introduced me to an expert for product advice, and that expert hired Fran Biderman-Gross (EO New York) to orchestrate and implement a marketing strategy. Finally, I added Susan Lindner and Chris Bryant (EO New York) to round out the public relations, social media and SEO plan. The teams worked well together, and helped me jumpstart the company, bringing the Toddy Smart Cloth to market in less than 10 months.

Thanks to the connections I made in EO, I was able to put together a team of experts that helped me bring an idea to fruition. Without their help and expertise, I wouldn’t have been able to bring my product to market as fast and effectively as I did. First movers have an advantage, and tapping into the great people and companies in EO is a great way to extend your expertise and move your business along faster and further. As I continue my entrepreneurial quest, I know I will come back to my EO network for help again and again.



“EO has opened up so many opportunities for me. Not only have I learned skills that have helped me become a well-rounded entrepreneur and person, but I’ve met great business leaders that have shared so many invaluable lessons. These real-life case studies have proven to be so useful that I’ve applied many of them in my organization.”

**VITANART VATHANAKUL** EO THAILAND



For almost 25 years, EO has served as a catalyst for growth in the lives of countless entrepreneurs. From San Francisco to Shanghai, we’ve supported members in all corners of the world, encouraging excellence through relationships, educational events and access to the world’s most esteemed network of business leaders. While these benefits are invaluable, the real value of EO lies in its growing community— 7,500+ entrepreneurs who are passionate about making a difference in the world. In this special spread, we asked members what they love about EO, and how the organization has made an impact in their lives.







EO Brisbane members **Ivanka Menken** and **Chris Beath** (above) removing broken walls.



# REBUILDING MY BUSINESS WITH EO

**WAYNE FOWLER** EO BRISBANE

In January 2011, a series of floods hit Brisbane hard, severely impacting numerous businesses, including my own. The water had entered our building to a height of 2.4 meters. Our warehouse was a mess of mud, plaster board and soggy carpets. The immediate impact on my business was significant. We had two weeks of reduced revenue and many of our customers were impacted. Getting my business up and running would take a lot of help, and in true EO form, members offered their assistance.

The vigor with which EO members and complete strangers responded was overwhelming. As one round of members finished a shift of relentless cleaning, a new group would turn up. Two members even brought their staff to help! What's more, Jude O'Linger from EO New Orleans contacted me to share his Hurricane Katrina experience, and EO Brisbane's Chapter President Ivanka Menkin and Chapter Administrator Rebecca O'Gorman contacted other members to assess their situations. A spreadsheet was created to record what affected members needed and what other members could offer. EO Brisbane engaged as one during this time, and several other chapters and Elumni also offered their support.

Today, our warehouse is back in a working state. We have been overwhelmed by the support of our staff, customers, vendors and EO contacts. My chapter and Forum mates supported me the entire time, even encouraging me to make a Forum presentation just 10 days after the event. Thanks to EO, my business, family and staff survived the financial quarter from hell. Bring on the next challenge!



"EO has provided me with an incredible source of network development, and the gap between my dreams and my goals has definitely become narrower. Despite being a member for the past 13 years, all of this happened only in the last seven years, when I started getting more active in the organization. I can't believe I was just watching from the sidelines for the first six years!"

**GENE ARTHUR GO** EO PHILIPPINES

# THERE'S MORE TO EO GLOBAL THAN YOU THINK

**RUSSELL LUNDSTROM** EO COLORADO

The rich tapestry of EO is woven from thousands of incredible stories; stories of triumph, perseverance, success and failure. Each story is the juice that powers the megawatts of our membership. A few weeks ago, I experienced a new story, and felt compelled to share it with my EO family.

Like the majority of members, I had little experience and lots of preconceived notions of working with the Global staff. On the few occasions I had to interact with Global, they were good people, but they never really blew up my skirt up, if you know what I mean. Like most people, I rolled my eyes when someone mentioned them. Well, I couldn't have been more wrong.

A short while ago, I visited EO's headquarters to help with the organization's translation efforts. In order to increase the global value for members, the organization is looking into providing translated materials for non-English speaking members. Having been in the translation business for more than a decade, the Global Communications Committee invited me to participate and provide direction. I went into the meeting anticipating death by committee.

The actual agenda for the day centered on unifying the messaging and communications delivered from Global, with a little talk of language translation thrown in for seasoning. The meeting was attended by the majority of the EO's communications staff, as well as volunteer EO committee members. I had the opportunity to sit through an entire day's worth of intense strategizing and planning.

Every single person in that room—staff and EO members alike—burned with a passion for EO that is hard to describe. My limited experience with the Global staff in the past left me with a taste of how much they cared, but it wasn't until I got to see them sit in that room all day, passionately working toward increasing membership value, that I really understood. Their commitment, enthusiasm and rock star qualities shone brightly.

More than once throughout the day I thought to myself, "Man, I wish they worked for me." And in a cool sort of way, they do. The committee and EO board members I met are our true leaders. The time and experience they bring to the organization is very impressive. I can only hope to follow in their footsteps one day.

Being a member of EO, you've probably heard the phrase "drink the Kool-Aid." Well, it wasn't until I visited Global that I realized how deep my thirst was and how great that Kool-Aid is. Come on, take a sip. If you haven't worked with, talked to or shared anything with anyone at Global, I would encourage you to do so. Share your EO story. The good and the bad. They really, really want to hear it, and they do care very much. That's my story and I'm sticking to it.



"My involvement in EO has been very beneficial. By attending a University and working the EO network, I finally found the perfect outlet for my passion! If you hang around other EO members long enough, you might just get inspired to start another company!"

**ANJU RUPAL** EO SWITZERLAND-ZURICH



# WHAT'S YOUR FAVORITE PART OF EO?

"I'd say my regional Forum. Going beyond local has been a highlight of my EO membership. By joining a regional Forum, I learned to view situations through a different culture's perspective. I've also developed life-long friendships with members from different countries."

**EDWARD LIM** EO PHILIPPINES

"The leadership training. Before I stepped in as Chapter President of EO DC, I wasn't sure I was the best fit to be our chapter leader. By assembling a team of entrepreneurs motivated to make my chapter better, I now have confidence in my own leadership skills, which I am applying toward my business, family and within the entrepreneurship community."

**JOSH FREY** EO DC

"EO's networking service helped me considerably. What helped the most was receiving advice from entrepreneurs who experienced similar situations. I knew I wasn't alone, and that helped me take my business to the next level."

**GERARDO DE LA GARZA** EO QUERETARO



# SECRETS TO WORK/ LIFE INTEGRATION

RANDALL GERBER EO COLUMBUS

In my 20 years as an entrepreneur, I've learned that one of the best ways to ensure the long-term success of your business is to develop a great communications environment at home. While we always talk about wanting balance in our lives, what most of us really want is the

integration of our work life and home life. While running my company, I have observed five key stages of entrepreneurship and various ways of integrating the spousal relationship into each.



## The Bliss Stage:

You feel full of excitement and raw enthusiasm. You're pouring everything into making your new venture work. How does your spouse feel? Long hours away from home, strained finances, mental distractions— all of these business challenges can make a spouse feel angry, resentful or abandoned. At this stage, integration is extremely critical, and can provide a foundation for all future stages of the business. Here's how I went about doing this:

- » I scheduled weekly gathering time with my spouse to informally talk about the week
- » I shared business goals and strategic plans, ensuring my spouse felt included
- » We reviewed our calendars for the upcoming week and looked for those events that could cause “high highs” or “low lows”

## The Trapped Stage:

You begin to see how hard success can be. Your enthusiasm starts to wane, but you're in so deep that it's hard to back out without feeling like a failure. You've sunk such significant amounts of time, energy and financial resources into the business that “pressing on” feels like the only option. Here's how I maintained my focus:

- » I stayed confident in my idea; it's what got me where I am
- » I solicited support from my spouse and family, leaning on them for guidance
- » I maintained the level of spousal communication I started in stage one (it was important that I didn't abandon the “information sharing” rituals we instituted at home)

## The ‘Light at the End of the Tunnel’ Stage:

Your business is finally on level ground. Your finances improve and your enthusiasm begins to return, but things are still very, very delicate. The slightest problem could cause everything to fall apart. Here's how I stayed the course:

- » I invested in my spouse through time, fun and focus, and was 100 percent present when we were together
- » I shared the joys of the business, not just the burdens. It was important to communicate the good things the business created for the entire family, and not just me
- » I recognized the role my spouse plays in our family and work success

## The Acceleration Stage:

Things begin to really take off from financial, marketing and process perspectives, and your business starts to emerge as a significant player in your industry. Here's how I kept my spouse in the loop:

- » I maintained deliberate planning and conscious communication with my spouse. I made certain she still understood the evolution plans and strategic goals of the business
- » I shared my personal goals at this critical juncture: What do I see in our future? What does my spouse see? What are our family goals? Are these goals still compatible?

## The Sustainable Stage:

Financial rewards are strong and disposable time is plentiful. Processes are refined and under routine improvement. You've established your business as a leader in the industry. Here's how I maintained similar success in my family life:

- » Putting in place the right people in your business can mean the difference between how much time you spend at work and at home. Ensuring I hired the right people to help run my business provided me and my family with peace of mind
- » I established joint-legacy goals (a good priority at this juncture)
- » Succession planning for your business may often include family members. As such, I discussed with my spouse how this will impact our family life, should it be the case

At the end of the day, integrating your professional and personal lives can seem like a juggling act. As one of the lucky entrepreneurs who has made it through the journey with a successful business and family intact, it was well worth the hard work, risks and rewards.

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# WHEN DISASTER STRIKES

THABANG SKWAMBANE EO SOUTH AFRICA - JOHANNESBURG



I suddenly became aware of everything— the rumbling of the cars on the street, the metallic clicking of the magnetic door, the dusty smell of the three-year-old carpet. Most of all, I was acutely aware of the fact that no one in the room was breathing.

Our financial manager—we'll call him “Peter”—just admitted to us that he failed to stay enrolled in Alcoholics Anonymous. While we didn't know it at the time, his admission was the precursor to a financial meltdown that nearly crippled our company. When we hired Peter, he helped turn the finance department around. Within three months, we were getting management accounts out four days after month's end. Our previously erratic monthly profit and loss was now a consistent profit, and our cash flow looked to be

stabilizing after a long start to the business. So while we were aware of Peter's disease, we believed he had it under control. Unfortunately, we didn't put in the time and effort to curtail his powers.

After hearing the news, we decided to investigate his actions, assuming his inability to effectively do his job impacted the financial identity of the business. We quickly discovered that he had been hiding creditor invoices for more than six months, and had been operating a suspense account where he would post adjustments to the general ledger and inflate our management accounts, making us think the business was in a great position. We didn't know the extent of the problem, and I was deployed to run the finance department until we could figure out a recovery strategy ... or shut down the business.

In the initial damage assessment, we uncovered hundreds of thousands of dollars in outstanding creditor invoices and uncollected, unpaid debtors. I decided to employ a working capital strategy and focus purely on creditors and debtors. The executive team committed to reducing expenditures, focusing on cost controls by restricting the signing authorities of all managers and reducing staff costs and supplier relationship management. We addressed the financial situation, but still had to reverse the remaining damage done to the rest of the business.

To further remedy the situation, we assessed the impact the crisis had on our stakeholders. We then outlined what we wanted to achieve and by when, with respects to our finance and legal department, clients, suppliers and staff. Afterward, we assigned key people to manage the situation, communicated the plan to all stakeholders and frequently reviewed our progress relative to our target result. All of these measures enabled us to turn what could have been a business-ending event into a lean, better run and more profitable business, but it wasn't without its errors.

Looking back, we made some key mistakes. For example, the decision not to share what was happening in the business with our management

team created tension between us and them. Also, we didn't remove the problem immediately. Until Peter could prove that he wasn't a liability, we should have suspended him from his duties. Finally, we weren't honest with ourselves about what was happening, and we didn't prepare ourselves for a very painful and humiliating period. In the end, we had to write off almost two percent of our income and more than 90 percent of our profits, but the real damage was done to our relationships with suppliers, staff and management.

As a company, we have been through many trying times, but this one tested the foundations of both our business and our character. We learned that life will always place challenges in our path to success, but that the mountain only seems insurmountable when we look at it from the bottom. When faced with a crisis, we learned to reframe the challenge so that we always keep the perspective in mind as we're clawing over the next obstacle. What defines us is how we act when we're down and out. In the end, we are better leaders because of this experience.

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From selling pizza to establishing one the most dominant e-commerce Web sites in history, **Tony Hsieh** (pictured) has come a long way as an entrepreneur. In this special interview, the best-selling author, EO speaker and founder of Zappos.com talks about the importance of living core values, the power of company culture and the pursuit of happiness.

What’s your biggest lesson learned as an entrepreneur?

“I’d say the biggest lesson learned has to do with the importance of company culture. With LinkExchange, my first company, we didn’t know any better to pay attention to company culture, so over time the culture went downhill. As a result of that, culture has always been important at Zappos, and today it’s our number one priority.”

What’s the secret to stellar customer service?

“Hire employees that are already passionate about providing great customer service, and give them the tools to empower them to do their job. If you hire employees whose personal values match the corporate core values, then you don’t need to convince them to buy into the culture— it’s already part of who they are.”

What are some keys to creating a strong company culture?

“The most important thing in creating a culture is that it must create strong alignment within the organization. What the culture is doesn’t matter as much as the commitment to that culture and core values of the organization. And by commitment I mean that you are willing to hire, fire and give performance reviews based on whether an employee is living up to those core values. A lot of companies have core values, but they are usually a meaningless plaque on the wall that nobody pays attention to. It doesn’t do much good to have core values if the organization isn’t living by them.”

What one piece of advice can you offer our members?

“Rather than focus on what will make you the most money or be best for your career, figure out what you would be passionate about for 10 years and pursue that. A lot of people work hard at building a certain career because they think it will eventually bring them happiness. Most of the time, however, when they finally accomplish their goal, they realize it doesn’t really bring happiness for the long term.

“One of the things that research has shown is that people are very bad at predicting what will make them happy. If the ultimate goal is to achieve enduring happiness, it seems like it’s worth spending some time learning about the science of happiness so you don’t wind up in the same situation.”

# WHEN WE WERE YOUNG

DOUGLAS HANNA EO RALEIGH DURHAM



All entrepreneurs remember the first time they gave a presentation about their business. My first presentation wasn’t completely ordinary, though. I was 16 years old at the time, and my parents joined me on the trip because they didn’t want me going to a conference by myself. Throughout the speech, my mom kept giving me assuring looks, while my dad insisted on asking questions that were embarrassingly irrelevant to my presentation.

I started working in the Web-hosting industry when I was 13 years old, and that presentation was one of my first in-person business interactions with people a lot older than me. Today, I’m a 20-year-old entrepreneur who runs a multi-million dollar business and goes to college at the same time. While growing my company, I’ve had to get used to being the youngest person in the room. This has taught me a lot about business and what’s involved with being a young entrepreneur.

**Age means nothing.** One of the first things being a young entrepreneur teaches you is just how irrelevant age is in business. At my company, there is almost no correlation between employee age and employee quality. We have exceptional employees who are 22 and mediocre employees who are much older (and vice versa). Just because someone has been doing something for 20 years, it doesn’t mean they’re doing it right. Similarly, it takes more than a fresh perspective to be able to do something well.

**Prioritization is king.** All business owners struggle with how to get the most out of limited resources, including their own time. It isn’t uncommon for me to have to reschedule a work call so I can study for an exam or finish a paper. While things like that can be annoying, they help me realize how I need to prioritize and plan my time. Google Calendar, a to-do list with due dates and a great team that you can delegate to should never be taken for granted.

**Tap your college network.** Not everyone goes to college, and that’s fine; however, almost everyone lives near a college or university. There’s tremendous value here in the form of tools and connections. Go online (or on campus) and see what’s going on with entrepreneurship at your local school. Not only can you help young people get involved with entrepreneurship, but you may meet people who can help you and your business down the line.

**Let people support you.** Most of all, being a young entrepreneur has taught me that most people really do want to see you succeed. Maybe it’s because I’m fortunate enough to live in an area with a very supportive entrepreneurial community, or perhaps it’s because I’m young and people are more willing to help a young entrepreneur (something I think is true), but in general, people are hoping to see you succeed. What’s most important is to be prepared to do what you can to help those people out as well, regardless of your age.

**Douglas Hanna** (pictured) is CEO of A Small Orange, LLC. Visit [www.asmallorange.com](http://www.asmallorange.com) or e-mail Douglas at [doug@asmallorange.com](mailto:doug@asmallorange.com).

## LESSONS LEARNED: REACHING THE NEXT LEVEL OF BUSINESS



ELLIE BYRD EO ATLANTA

As an EO member, you have access to numerous tools designed to help you learn and grow as an entrepreneur. EO Atlanta member **Ellie Byrd** (pictured) explains how Forum helped her achieve success in business, and why it’s such an invaluable benefit.

**The Problem:** I’ve never attended a business class in my life. My business was growing like a weed, and my lack of knowledge was hurting me. I was working brutally long hours, and I had no idea how to take my company to the next level.

**The Solution:** Little did I know that joining a Forum would arm me with several practical principles that I could apply to my business. For starters, I applied Forum’s conflict-resolution process to my staff so that they could resolve their problems more efficiently. I also learned the value of Gestalt Language Protocol. When my employees came to me with a problem, I was able to draw on my experiences and encourage them to develop their own solutions, rather than tell them what to do. This was a huge mind shift at my company. Over time, it led people to be independent thinkers, and it gave me the freedom and flexibility to spend less time at the office.

**The Lessons:** Joining EO and experiencing Forum has made a huge impact on how I run my business. Thanks to the communication and experience-sharing lessons I learned in Forum, I finally have more time to work on my business instead of in it. I spend less than 20 percent of my time at the office now, and the company runs better without me. Today, I’m a better boss and entrepreneur!



# BRINGING FORUM HOME

VANESSA HENDRIADI EO INDONESIA

Having been in EO for three years, I have learned a lot about the value of Forum. Upon being placed in one, I decided to create a Family Forum (FF), with the goal of improving communication with my loved ones, many of whom are associated with my business. We wanted enhanced personal connections beyond our normal conversations around business strategy and profit margin, and the Forum concept helped us achieve that. The key to applying Forum to your home life revolves around the word “RAISE.”

**R**

is for “RULES” –

*Get your ground rules.*

It is the structure of Forum that makes it unique and effective, so when applying it at home, it’s important that your family members agree to certain guidelines. Who should be involved? Does Gestalt Language Protocol need to be strictly applied? What is the frequency of the meetings? Look to your EO Forum constitution for guidance.

**A**

is for “ALL” –

*Get commitment from all involved.*

Like in EO, your FF will not work if someone in the family does not believe in the system. How you sell your idea to your family makes a big difference. In my case, I shared what I learned from being Forum trained, and explained the value of structure by sharing inspirational stories. I also mentioned how Forum can be used as a safe tool to bring up any unpleasant conversations that might otherwise be difficult to mention at the dinner table.

**I**

is for “not INSTANT” –

*Forum is not an instant solution.*

Just like in fitness, you will see the benefits of FF over time, not immediately, and some challenges are expected. In my case, what used to be a monthly FF soon became bi-monthly for many reasons. Before we knew it, our meetings were staggered, and when we held them, they returned to being like boring shareholder meetings. Instead of being irritated about the development and giving up, we chose to be aware of the issues and reiterated our ground rules and objectives.

**S**

is for “SEPARATE” –

*Keep your EO Forum and FF separate.*

This should already be clear to every Forum-trained member, but it’s important to mention it again. Trust and respect is one of EO’s core values, and keeping the confidentiality separate between your EO Forum and FF is crucial.

**E**

is for “EFFECTIVE” –

*Make every FF effective.*

In my FF, we chose someone from the family to serve as Moderator. Unlike in EO Forums, our presentation is not decided at the previous meeting. At least a week before each FF, our Moderator gathers input from everyone regarding topics they would like to bring to the table, which are then included in the agenda and sent out at least three days before the meeting. Having a Moderator is crucial, as it helps everyone stay on track and discuss things more efficiently.

Since I brought Forum home, it has made a huge difference in our family dynamics. It not only raises the bar of openness and closeness among family members, but it ensures we understand one another’s needs. All in all, instituting Forum in my personal life has been a wonderful experience, and one that continues to pay dividends.

Vanessa Hendriadi is director of the Mikatasa Group. Visit [www.mikatasa.com](http://www.mikatasa.com) or e-mail Vanessa at [vanessa\\_hendriadi@mikatasa.com](mailto:vanessa_hendriadi@mikatasa.com).

# RETAINING YOUR TOP EMPLOYEES

ROBERT BEFIDI EO DALLAS

As every successful entrepreneur knows, employee retention is critical to the long-term health and success of a business. Managers readily agree that retaining your best employees ensures customer satisfaction, product sales, satisfied staff, effective succession planning and organizational knowledge and learning. If managers can cite these facts so well, though, why do they behave in ways that so frequently encourage great employees to quit their jobs?

When it comes to business, failing to retain a key employee is costly. Various estimates suggest that losing a middle manager costs an organization up to 100 percent of their salary. The loss of a senior executive is even more costly. If you’re losing critical staff members, you can safely bet that other people in their departments are looking, as well. Here are four tips I share with my peers to help them in their employee-retention efforts:



**1. Institute employee frameworks.** A satisfied employee knows what is expected from him or her at work. Changing expectations keeps employees on edge and creates unhealthy stress. They rob the employee of internal security and make the employee feel unsuccessful. Provide employees with a specific framework within which they know what is expected from them.



**2. Enhance the quality of management.** The quality of supervision an employee receives is critical to employee retention. People leave managers and supervisors far more often than they leave companies or jobs. It is not enough that the supervisor is well-liked or a good person. Starting with clear expectations of the employee, the supervisor has a critical role to play in retention. Anything a supervisor does to make an employee feel undervalued will contribute to turnover. Many employee complaints center on these areas:

- » lack of clarity about expectations
- » lack of clarity about earning potential
- » lack of feedback about performance
- » failure to hold scheduled meetings
- » failure to provide an environment in which the employee believes he or she can succeed



**3. Encourage open communication.** The ability of the employee to speak his or her mind freely within the organization is another key factor in employee retention. Does your organization solicit ideas and provide an environment in which employees are comfortable giving feedback? If so, your employees will offer ideas, give constructive criticism and commit to continuous improvement. If not, employees will bite their tongues or find themselves constantly “in trouble” until they leave.



**4. Effectively utilize employees’ skills.** Talent and skills utilization is another factor key employees seek in the workplace. A motivated employee wants to contribute to work areas outside of his or her specific job description. How many people could contribute far more than they currently do? You just need to know their skills, talents and experiences, and take the time to utilize them.

When it comes down to it, a few simple steps can mean the difference between a sub-par staff and one that exceeds expectations on a daily basis. In my experience, treating your staff with the same attention and care you give your clients can create the kind of success you and your team deserve.

Robert Befidi is the CEO of Staff One, Inc. Visit [www.staffone.com](http://www.staffone.com) or e-mail Robert at [robert.befidi@staffone.com](mailto:robert.befidi@staffone.com).





## THREE WAYS TO ATTRACT BUSINESS BUYERS

TIM MOORE EO HOUSTON

Are you thinking about selling your business? Here's the good news: The mergers and acquisitions marketplace is on the rebound. With the gap between seller- and buyer-pricing expectations beginning to close, entrepreneurs are now asking, "Should I start thinking again about selling my business?"

More than 25 years ago, I founded a firm specializing in identifying buyers and handling business negotiations. In my experience, when it comes to selling a business, entrepreneurs worry that they'll either sell too soon or wait and miss another opportunity to exit their business at maximum price. I always tell my clients to run their businesses in line with their eventual goals to sell. Whether their timeline is 90 or 900 days, they will be increasing value to potential buyers should they come knocking, which can translate into improved profits in the meantime.

Here are three more ways entrepreneurs can make their businesses more attractive for potential buyers:

- 1. Understand your buyer universe.** If you took your business to market, who would your potential buyers be? The more plentiful, the higher your chances of commanding a desirable bid on the business. Understanding who your potential buyers are today allows you to take measures to expand that universe, if necessary. For example, my client, who services the commercial construction industry, is considering expanding into residential, which would double potential buyers of the business.
- 2. Think like a potential buyer.** If you were considering buying your company, what would motivate you to pay more? Conversely, what would make you ask whether the selling price is too high? Key value drivers you can focus on today to impact buyer perception tomorrow include your management team, client base and proprietary products and services.
- 3. Retain key employees.** Losing critical employees during a sale can be a deal breaker because they are often integral to the new owner's success. Keep employees in place for future buyers through employment agreements and stock options. Leading up to the consideration of a sale, maintain confidentiality to help deter panic and sudden turnover, and help the buyer keep employees on board post-sale.

It may take you anywhere from several months to several years to sell your business. In the meantime, I've learned that the key to the perfect sale is to preserve and build value so you can maximize price when that buyer comes knocking.

Tim Moore is president and CEO of TR Moore & Company. Visit [www.trmoore.com](http://www.trmoore.com) or e-mail Tim at [tmoore@trmoore.com](mailto:tmoore@trmoore.com).

## MEMBER RECOMMENDATIONS: WHAT TYPE OF MUSIC GETS YOU ENERGIZED FOR BUSINESS?

"I would say any Classic Rock. It makes me feel ready to take on the world!"

AMY ADKINS  
EO OKLAHOMA

"The song, 'The Climb,' by Miley Cyrus. I listen to it whenever I feel lost at work and things are going terribly wrong. It gives me the assurance that I am going uphill and very soon will see the peak, which is when it will all be worth it!"

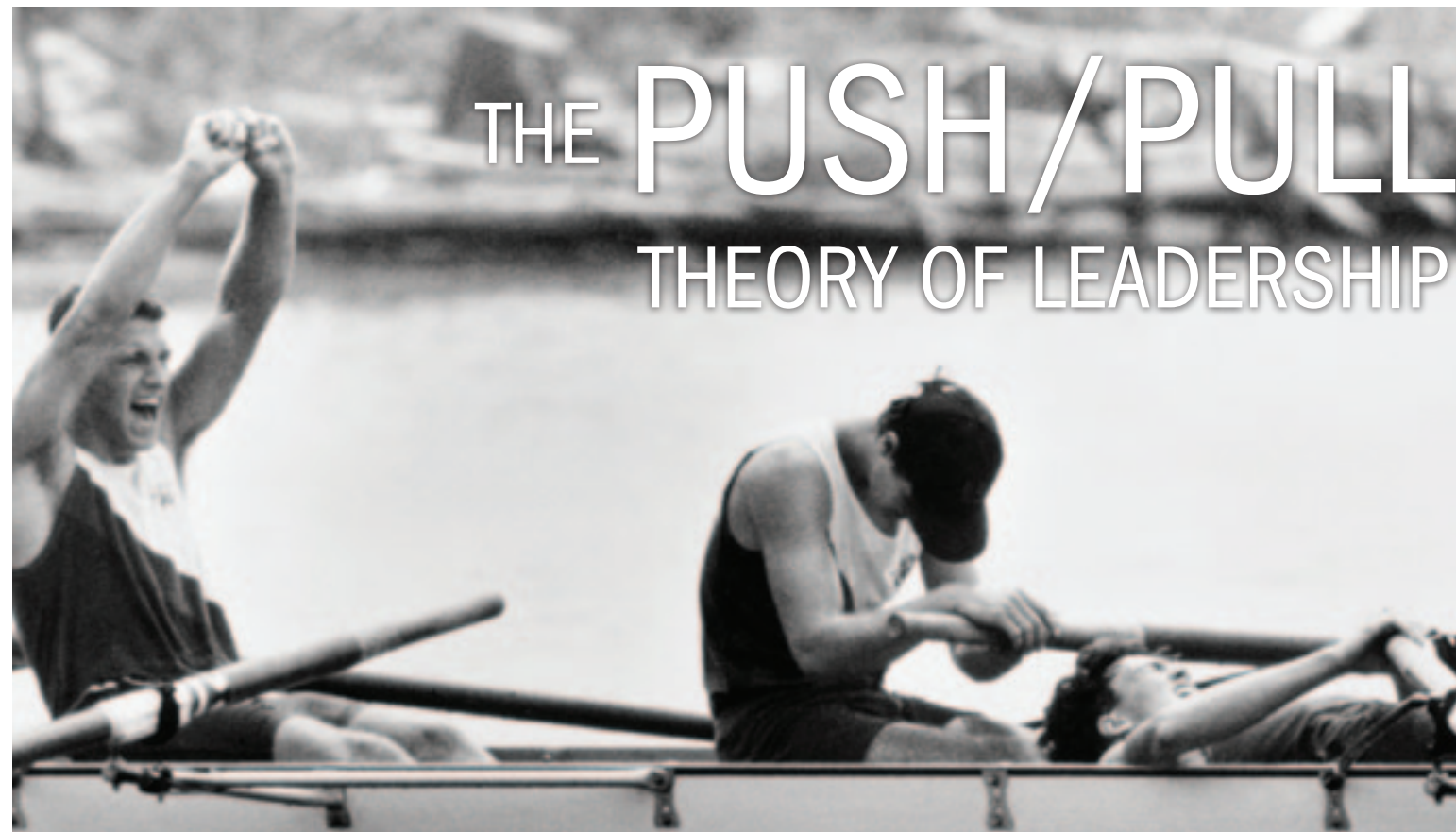
SHAMIT KHEMKA  
EO NEW DELHI

"I listen to an oldie but a goodie—Survivor's 'Eye of the Tiger,' from the movie *Rocky*. When I'm listening to it, I start shadow boxing, and I get pumped!"

CHANTEL RAY  
EO SOUTHEAST VIRGINIA

"I listen to 'Lose Yourself,' the theme song from the movie *8 Mile*. Eminem has a line that says 'you only get one shot.' In business, we get that every day, but we still have to take it."

BEN RIDLER  
EO NEW ZEALAND



JAMIE GERDSEN EO CINCINNATI

In my 10 years of running a business, I have been reminded and humbled time and again by the paradox of leadership. About five years ago, my life was completely focused on my company. I worked so much that at times, my wife had to remind me to come home and see the kids. I was extremely entrenched in my business because I believed that's what leaders of businesses did. My reality check came at the hands of my oldest son, Jack.

When Jack was 4 years old, he started to hold conversations. I was away from home so often that I seemed to miss this important part of his life. Looking back at the 48 months of Jack's life, I couldn't remember anything cooler than having a conversation with him. Realizing that I was quickly becoming an absentee spouse and father, I knew something had to change. I couldn't keep investing in my business and not in my family. I needed to find a balance ... and fast.

When I launched my business, my focus was on simply growing the company. The success of my business was defined solely on my ability to *push* the company and my employees for results. I believed that leaders always outworked those around them, but when growth occurred and my sphere of influence diminished, the pushing was no longer effective. My company's success was limited due to my ineffective leadership style. Worst of all, I became everything I never wanted to be: a self-absorbed, busy beta thinker that was unwilling to trust those around him to pull his family, company and self to the next level.

In pursuit of a new leadership style—one that enabled me to split time between my work and home—I revisited notes from EO learning events, Forum, Universities and miscellaneous journals. I reached out to the best leaders I could find. I hired an executive coach. I even attended the EO Leadership Academy. Throughout it all, I began to realize that the strongest leaders were not pushers; rather, they empowered their

employees by allowing them to *pull* leaders along. It occurred to me that I was pushing my team to the point where they could not, or did not want, to keep up with my pace. As a result, I was compensating for their efforts, leaving me remiss of a home life.

With this knowledge in hand, I came up with what I call the "push/pull theory" of leadership. This theory can be seen in competitive rowing. I spent 12 years rowing, and found that the fastest boats were manned by crews that pulled together. When I was thinking through my leadership challenges, I realized that I wasn't allowing my employees to pull the "company boat." To improve, I began to really listen to what was happening. I discovered that training for leadership was low or non-existent. The first directive of my theory was to allow the leaders in the organization to lead. The second was to allow my team to make mistakes and learn from them through daily, weekly and monthly huddles. Finally, I had to stay patient, which is still pretty challenging. By spending more time listening and less time telling people what to do, I was able to revamp my entire business.

Here we are about three years later, and my company has grown 30 percent. I have spent more time with my family than all of the past four years combined, my involvement with EO has never been more rewarding, my relationship with my wife is significantly better and I finally have time for personal development. I believe the key to my continual success is to stay aware of the paradox I learned while on the edge of the relationship with my wife, children and company, and to always make time for what's most important—my family.

Jamie Gerdson (pictured far left) is the owner and managing partner of Apollo Heating and Air Conditioning. Visit [www.apollohomecomfort.com](http://www.apollohomecomfort.com) or e-mail Jamie at [james@apollohomecomfort.com](mailto:james@apollohomecomfort.com).



# LESSONS FROM AN EO UNIVERSITY



EO member **Gal Shweiki**, professional polo player **Daniel Fernandez**, and members **Leopoldo Foreros** and **David Crombie** (from left to right) participated in the EO Polo Tribe at the 2011 EO Texas University, held 6-10 April.

Every year, EO hosts global events designed to take the EO experience to the next level. **Steve Satterwhite**, an EO Houston member and Committee Chair of the recent **2011 EO Texas University**, shares his insights into the value of EO events and the benefits of hosting a University.

**What value did the EO Texas University deliver to members?**

“Like in every EO event, the EO Texas University had great speakers, educational off-sites and over-the-top social events. But what made the event special was the bonding between members. To emphasize the networking, we formed ‘tribes’ of global members, all of whom were connected through similar passions, ideas and values. These tribes were led by an EO Texas Ambassador, and they opened the door for powerful connections to form. Attendees will take these relationships with them forever— that is the power of Universities!”

**What was it like leading a committee of your peers?**

“By far, the most meaningful experience I’ve had as an EO member was as Committee Chair of the University and the leadership training it provided. Two years ago, we put together a powerful committee of EO leaders from Houston, Texas, USA, and Latin America. This committee taught me to stay focused on the vision and goal of the University, and lead with my heart and soul. By heeding their advice, we were able to achieve our objectives and well exceeded our vision.”

**What did working with a University committee teach you on a personal level?**

“Over the course of this University experience, I found the leadership voice I had been looking for in the past 14 years as an entrepreneur. I found a way to lead with authenticity, and the willingness to take risks that I wouldn’t have taken in the past. I know without a doubt that a small flame has been lit inside of me that I didn’t have access to before. This is all because the committee members helped me see who I am and shined the spotlight on the unique experiences I can bring to the table as a leader.”

**What are the benefits of hosting an EO event?**

“The energy that the University brought to EO Houston, as well as the local area, was beyond our expectations. We co-hosted this event with the Latin American and Caribbean (LAC) region. In lieu of their annual LAC Conference, we joined to put on an event that would build bridges among the US and Latin American regions. I believe the University brought us together in a whole new way; the brotherhood, camaraderie and bonds that we formed among the chapters are something that we’re all very proud of. I think the residual effects of member value and member retention will be felt for years to come.”

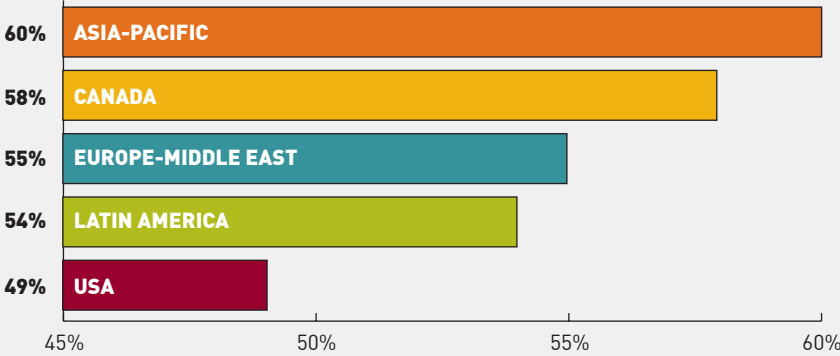
If you’d like EO to host an event in your region, please contact [events@eonetwork.org](mailto:events@eonetwork.org).

## Global Entrepreneur Indicator Global Snapshot

Entrepreneurs and their businesses drive the global business landscape. Tomorrow’s jobs and innovations begin with today’s business owners. The **Global Entrepreneur Indicator** taps into the minds of the world’s leading business owners to identify trends in the world economy.

For more information, visit [www.entrepreneurindicator.com](http://www.entrepreneurindicator.com).

Percentage of entrepreneurs who have added full-time employees during the previous 12 months.



### EO OPPORTUNITIES IN Q1

#### JULY

##### LEADERSHIP GROWTH

Want to become a more successful leader? The **2011 EO Leadership Academy**, to be held 23-26 October in Washington, DC, USA, is an advanced learning program that focuses on the leadership and skills entrepreneurs need to be stronger, more effective leaders. Applications will be available 5 July. For more information, contact **Chelsea Dennison**, EO’s Events Manager, at [cdennison@eonetwork.org](mailto:cdennison@eonetwork.org).

#### AUGUST

##### NEW EO WEBINAR

In today’s business world, there is a lot of discussion around the diversity of thinking styles. We all have unique, natural filters that affect our ability to understand organizational identity, strategy, goals and each other. On Thursday, 25 August, at 10 a.m. EST, business expert **Andy Kanefield** will discuss these filters and other tools people need to orient themselves in the workforce. Sign up for this free EO Webinar by navigating to your EOaccess chapter Web site, browsing to “Events and Learning” and clicking on “Upcoming Events.”

#### SEPTEMBER

##### GLOBAL KNOWLEDGE SHARING

On 17 November 2011, EO will host its third annual **EO24**, a series of member-led events designed to drive business take-home value around growth and innovation. EO24 will represent 24 hours of global entrepreneurial innovation and knowledge sharing, so get involved today! To learn how you can participate and prepare before the big event, visit [www.eo24.org](http://www.eo24.org).

### MEMBER SPOTLIGHT



**ANNA WALZ** EO NEW JERSEY  
JOINED EO IN MARCH 2011

**What inspired you to join EO?**  
“Until I participated in an executive program for female entrepreneurs, I didn’t realize how important it is to be around peers who understand what it means to have all your assets tied into your personal life. I made some critical friendships, and one friend recommended I join EO.”

**What do you hope to get out of your EO membership?**  
“I hope to meet people who understand what it feels like to wake up every morning knowing that their life and business are integrally connected. I hope to meet like-minded people who can share their personal and professional experiences, and who won’t judge me when I bring a difficult situation to the table.”

**How did you get started with your business?**  
“Years ago, I worked at a small medical communications agency and learned everything I possibly could about the business. I started out as an assistant and ended my tenure as vice president. When the time came to move on, I decided to give it a go on my own.”

**What’s the best part about being an entrepreneur? The hardest?**  
“Knowing that you are in control of your destiny! The hardest? Battling self-doubt when you are faced with making critical decisions.”

**What’s the next big step for your business?**  
“I’m ready to work extremely hard for the next few years and position Medisys Health Communications for sale. When I was 10 years old, my goal was to retire at age 40. My new goal is 49, and I’m not changing that!”

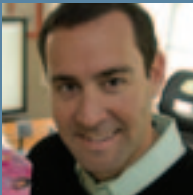




# Hyderabad Member Named Young Global Leader

**Anuradha Acharya**, an EO Hyderabad member and the founder and CEO of Ocimum Biosolutions, was recently honored as a 2011 Young Global Leader by the World Economic Forum. The annual honor acknowledges 100-200 young leaders from across the globe for their professional achievements, commitment to society at large and prospective contribution to shaping the global future.

## California Company Profiled in *Entrepreneur* Magazine



**Doug Pick**, an EO Orange County member and president and CEO of DAP World, Inc., was profiled in a recent issue of *Entrepreneur* magazine. In a spread titled “Sound Principles,” Doug discussed how his earplug company supplies 200 full-time jobs for disabled adults.

## Tampa Member Wins Advertising Awards



Executive director of Red Frog Marketing and EO Tampa member **Jenn Greacen** recently won one Silver and three Gold awards at the 2011 Addy Awards, hosted by the American Advertising Federation. Red Frog Marketing was recognized for “Lucky,” a public-service campaign created for the University of Tampa.

## Charlotte Members Impacting Community

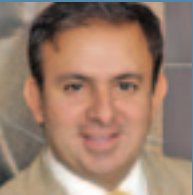
EO Charlotte members **Laurie Leonard**, president of Suite 1000 Telephone Answering Service, and **Michelle Menard**, president and CEO of Choice Translating, Inc., were selected as two of Charlotte’s “50 Most Influential Women” by *The Mecklenburg Times*. The award highlights the achievement of women who are making a difference in the local community.

## Matchmaker Profiled in *Time* Magazine



**Barbie Adler**, an EO Chicago member and CEO and founder of Selective Search, was recently featured in *Time* magazine. The work and passion of Barbie and the matchmakers of Selective Search have resulted in 1,221 marriages and 417 babies (and counting).

## New Delhi Member Profiled in Indian Newspaper



EO New Delhi member **Rajiv Bajaj** was recently interviewed in an issue of *Mint*, India’s daily business newspaper. In an article titled, “Building on Passion,” the vice chairman and managing director of Bajaj Capital Limited discussed the Indian way of entrepreneurship and the importance of training.

## Chicago Company Named to Prestigious List



EO Chicago member **Tom Auer**’s company, Bearnse Manufacturing, was recently named a “2011 Inner City 100 Winner” for serving as a catalyst for growth in urban communities. The business earned a place among the 100 fastest-growing, inner-city firms in the US, according to the Initiative for a Competitive Inner City.

# GLOBAL LEARNING CALENDAR SEPTEMBER 2011



14-18 | EO AMSTERDAM UNIVERSITY  
Sold out! Join the wait list.  
Amsterdam, Netherlands

## OCTOBER 2011



23-26 | EO LEADERSHIP ACADEMY  
Washington, D.C., USA

## NOVEMBER 2011



2-6 | EO CUBA COLLEGE  
Sold out! Join the wait list.  
Havana, Cuba

## FEBRUARY 2012



22-26 | EO QUEENSTOWN UNIVERSITY  
Registration coming soon!  
Queenstown, New Zealand

## MAY 2012



23-27 | ENTREPRENEURIAL MASTERS  
PROGRAM  
EMP Class of 2014, Year 1  
Dedham, Massachusetts, USA

For more information or to register for an event, please visit  
<http://events.eonetwork.org> or contact [events@eonetwork.org](mailto:events@eonetwork.org).

# THANK YOU TO OUR PARTNERS



## THANK YOU TO OUR STRATEGIC ALLIANCES



SAVING  
MONEY  
THROUGH

“I have been a member of EO for six years, but it wasn’t until recently that I took full advantage of my membership benefits. On a recent trip to London, I needed a place to conduct business. I recalled hearing something about **Regus** from another member, so I looked into the EO partnership.

“**Regus** provides temporary office space and bookable meeting rooms. Through EO, members get free access to executive lounges in all **Regus** locations, as well as **Regus Businessworld Gold** status. While I was in London, I managed to complete some work in a local business center before my meetings, which helped me out considerably. Thank you, EO!”

CONOR NEILL EO SPAIN-BARCELONA

To access your complimentary **Regus Businessworld Gold** membership, visit [www.regus.com/entrepreneurs](http://www.regus.com/entrepreneurs) or e-mail EO’s Strategic Alliances Coordinator, Erik Witzel, at [ewitzel@eonetwork.org](mailto:ewitzel@eonetwork.org).

Share your news with your EO peers by sending a detailed e-mail to [octane@eonetwork.org](mailto:octane@eonetwork.org).

Please include a 300-dpi headshot with your submission.

For more member news, visit [www.eonetwork.org/press/mitn](http://www.eonetwork.org/press/mitn).





**Entrepreneurs'  
Organization**

*fueling the  
entrepreneurial engine*

**OUR MISSION**

To engage leading entrepreneurs  
to learn and grow.

“As a former Global  
Chairman, I am proud to  
say that **EO has brought  
significant value to my  
life.** Equally as significant  
is **EO's impact on the  
world.**”

**DAVE GALBENSKI** EO DETROIT  
CHAIRMAN, EO 25<sup>TH</sup> ANNIVERSARY TASK FORCE

CELEBRATING

**25**

YEARS  
OF EO!

In honor of EO's remarkable history and success, its impact on its members, and the members' impact on the world, EO will be celebrating its 25<sup>th</sup> anniversary in 2012 with a year-long celebration. Prepare to celebrate EO with events designed to engage members, foster learning and build awareness around EO's future.

For more information, contact [events@eonetwork.org](mailto:events@eonetwork.org).