



octane

The Entrepreneurs' Organization Magazine

March 2012

Bringing **HOPE** to Africa



EOTHRIVE



“This mentoring program is developing successful entrepreneurs at a time when we can create a new future for our city.”

CLIMBING THE SUCCESS LADDER
KRISTINA MARSHALL, EO DETROIT
PG. 16



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CHAIRMAN'S LETTER

CHANGING THE WORLD THROUGH LEADERSHIP



EO Global Chairman Kevin Langley (center) and past/future EO Global Chairmen ring the bell at the New York Stock Exchange during the Global Student Entrepreneur Awards (GSEA) Global Finals, held 17 November in New York City, New York, USA.

Transforming the lives of the entrepreneurs who transform the world—it's a powerful statement, and one that serves as a driver for our EO 25th Anniversary initiatives this year. In many ways, transformation is at the heart of all we do. The very word serves as a blueprint on which EO was found. On a cold day in 1987, a handful of young and ambitious entrepreneurs gathered in Calgary, Canada, to create a support system built on experience sharing and trust and respect. From this meeting bore the ingredients needed to lay the foundation for the organization we know and love. More than two decades later, EO continues to establish itself as a global pioneer in entrepreneurship, equipping members with tools and resources to become better business, family and community leaders.

Throughout the calendar year, we will be celebrating our impact as an organization both near and far, while honoring member accomplishments and highlighting how EO will transform the business landscape for another 25 years. Ignited by the power of entrepreneurship, "THRIVE" will serve as the theme for our anniversary year. EO members THRIVE during times of hardship because we see opportunity in adversity; we push beyond the boundaries of convention and establish innovative approaches to better business. More importantly, we help others THRIVE by supporting livelihoods, local economies and communities around the globe. As entrepreneurs, we shape the world on a consistent basis, and that collective power is what makes EO so transformational.

As we spend the year celebrating our impact as an elite community of entrepreneurs, it will be exciting to watch EO members engage one another, share experiences and educate others on the immense value of this organization. Whether we're supporting young and early stage entrepreneurs through Accelerator and GSEA, stimulating leadership growth through executive education programs or enhancing the Forum, chapter and Global experience, EO is, and always will be, committed to supporting today's entrepreneurs. That mission is what sets EO apart, and it will continue to define us as we look back at 25 years of success, and ahead at another 25 years of growth.

It's going to be an amazing year, and I know that with the strength of our growing membership, we will continue to THRIVE as an organization. As always, thanks for your support as we transform the lives of the entrepreneurs who transform the world.

Living the values with you,

KEVIN LANGLEY
EO GLOBAL CHAIRMAN, FY2011/2012

DIRECTOR'S LETTER

MAKING YOUR MARK IN EO AND BEYOND



For the past 25 years, EO has been in the business of transformation. As Kevin mentioned in his column, everything we've done since 1987 has been predicated on the belief that leadership development begets local, regional and global growth.

We support the leaders who support the world, and we do so because we understand the immense power of entrepreneurship. Entrepreneurship changes lives. It births innovations, creates jobs and produces all the net wealth in society. In your role as business owner, you support the livelihoods of countless employees, build your communities from the inside out and generate awareness of important issues. Everyday you're making an immediate and lasting difference. In this issue of *Octane*, we celebrate that impact.

Transformation is a term our members know very well. Take Matthew Hope, an EO Brisbane member who traveled to Kenya to build an orphanage for 35 homeless children. Using his connections as the owner of a construction firm, Matthew selflessly committed his time, money and resources to build a brighter future for those in need. Alongside local tradesmen, Matthew and his team spent 10 days building a facility that would serve as a house, classroom and haven for children in need. As you can imagine, the experience changed Matthew's life, and he's now committed to helping other entrepreneurs use their companies to make a difference in Africa. Read his story on page 10.

While Matthew transformed lives through philanthropy, Kristina Marshall, an EO Detroit member and Accelerator graduate, made a mark through mentorship. With the support of local members, Kristina achieved unparalleled success in business and fulfilled her dream of becoming an EO member. For years, she had worked hard to guide her company toward the US\$1 million-revenue mark, but she needed a little nudge. That nudge came in the form of her mentor, EO Detroit's Mark Winter, who inspired her to create an Accelerator/EO mentorship program. Like Matthew, Kristina went out of her way to lay a foundation for others to excel in life and business, and she did so while pursuing her own path toward entrepreneurial excellence. Learn more about her journey on page 16.

In this edition of our award-winning magazine, you'll find plenty of member stories that highlight the value of EO and the far-reaching impact of its programs. Specifically, you'll discover how Forum encourages leadership growth, how the Entrepreneurial Masters Program inspires professional development and how our members thrive by leveraging the EO network. As we celebrate our 25th Anniversary this year, its stories like these that emphasize the transformational nature of this organization and remind us how powerful entrepreneurship can be. I hope you draw plenty of inspiration from this issue, and that you continue to make your mark in EO and beyond.

BOB STRADE
EO EXECUTIVE DIRECTOR



EO: 25 Years of Entrepreneurial Excellence

Throughout 2012, EO will be celebrating its impact as a global thought leader on entrepreneurship by supporting local and global events designed to educate, inspire and transform. To view our promotional video highlighting our 25th Anniversary, scan the QR code above.

Thriving in 2012: EO Video Wall

How has EO helped you thrive? That's a question we'll be asking members throughout 2012, as we celebrate our 25th Anniversary around the world. Our theme for this milestone—"THRIVE"—will fuel our initiatives and set the stage for success and growth.

One way you can help us celebrate is by uploading a testimonial to our EO Video Wall. Each video highlights the impact EO has had on members' lives and how these members will thrive in 2012. The more videos we have, the more we can communicate the value of EO. When developing your video, consider the following questions:

- How has EO changed you, and how have you now changed the world?
- Where do you see EO in the next 25 years?

For more information, visit www.eonetwork.org/abouteo/Pages/eo-thrive-25-videos.aspx or contact Kevin Silverman, EO's Video Production Coordinator, at ksilverman@eonetwork.org.

THE LEADERSHIP EQUATION

Kathy Heasley **EO Arizona**



As an entrepreneur, some days I wonder what kind of leader I am. I wonder if I've hit the "sweet spot" of my leadership abilities, or if I still have a ways to go. I think everyone has the ability to lead, and with that responsibility comes the power to shape lives. When I think of how I got to be the leader I am today, I think of one person: Mr. Boyer, my high school geometry teacher.

Mr. Boyer was a burly man who taught theorems about angles and polygons to hormone-infused 15-year-olds. What made Mr. Boyer different from all of my other teachers was his clear commitment to growth; he made a conscious decision that his classroom would be a "because of" classroom. He was going to teach geometry, sure, but he was also going to shape his students' lives. They were going to succeed in life "because of" him. The alternative was the "in spite of" classroom. You know the ones, where looking back you think I am where I am "in spite of" that experience.

The thing about Mr. Boyer was that he was engaging. He knew he'd have to do more than just teach from a textbook; he was willing to do the hard work. He was also very caring. He didn't have any favorite students, and he never labeled. Even the kids who were sadly pegged as "dumb" in other classrooms weren't in his. He got excited when you got it right, and he was encouraging when you weren't quite there. I can still hear his spontaneous "Yesss!" when a student answered correctly, and the slide of chalk as Mr. Boyer proudly logged the solution for the whole class to see.

Like your parents, Mr. Boyer was the kind of guy you never wanted to disappoint. Underachieve and he'd call you on it. He respected that everyone had their limitations, but he also expected us to stretch beyond those limitations on a daily basis. He was approachable, but more importantly, he approached us ... all of us, not just the math wizards or troublemakers. He'd say, "Good job." "You can do better." "I'm expecting great things." And even, "Tell me what's going on."

Mr. Boyer was also tough—the best leaders are. His homework and tests were difficult. An "A" in his class meant something, but it was also attainable by everyone. And that, among all these Boyer-esque qualities, is really the mark of a great leader. Great leaders set up the environment for excellence, results and achievement. They instill in you the confidence you need to thrive and achieve success, no matter how difficult things may seem. And miraculously, they do it all through work that others perceive as dreadfully mundane, terribly unimportant and nearly purposeless.

We may have thought Mr. Boyer was just a geometry teacher, but looking back, he was a master of communications. He would have never won the battle for our engagement if he tried to refute the typical, "I'll never use geometry, so why do I have to learn it?" complaint. He communicated something far bigger through his actions and words: He gave us a grand vision, a reason to work hard and not give up. He led us to greatness by showing, not telling, us that if we can do geometry, we can do anything. Thanks, Mr. Boyer. You were absolutely right.

Kathy Heasley (pictured) is the founder and president of Heasley & Partners, Inc., a branding company. **Fun fact: When Kathy's not building brands, she's building muscle with P90X.** E-mail Kathy at kheasley@heasleyandpartners.com.

WRESTLING WITH ENTREPRENEURSHIP

Tom Petryshen **EO Vancouver**



Entrepreneurship is tough no matter how you spin it. Whether you're just getting started or you're a wily veteran, the entrepreneurial journey can be a rollercoaster ride. In many ways, entrepreneurship reminds me of wrestling, the sport I competed in for more than a decade.

Like wrestling, entrepreneurship can seem like an individual sport. Success, in many cases, depends on your drive to succeed and the ability to push forward when others are telling you to run for the exit. While most entrepreneurs don't have someone on the other side trying to rip off their head, starting and operating a business can at times feel like the whole world is trying to keep you from getting to the next day. It's a tough deal, but it's worth it if you keep practicing.

As a wrestler, I was rarely alone. I had teammates to train with, coaches to help me stay focused and a staff of therapists to keep me healthy and sane. While they might have given me a hard time when I goofed up (like getting in a bar fight three weeks before the national championship), they were always there to pick me up when I needed it the most (like when I tore my knee cartilage six months before Olympic trials). Throughout my career, there was always a feeling of being a part of something bigger than me.

When I transitioned from sports to entrepreneurship, things changed. I suddenly felt alone. There were times when I felt like I was up against the world, and I had no one in my corner to help me "wrestle" with my issues. From staying up late to make sense of the books to chasing clients for payment and struggling with

parenthood, at times I felt like a failure. Although I had a team and business mentor, there was something missing. I enjoyed growing my business, but there was a void I wasn't fully conscious of until years later. That's where EO comes in.

Joining EO has been a game-changer, to say the least. Like in wrestling, I now have a team that supports me in everything I do. I also have Forum mates to keep me sane, chapter learning opportunities to help me "train" better and a global support system full of people who've gone through what I'm going through. From being Forum-trained to attending my first EO University, I've felt a sensation I hadn't felt since competing in Barcelona, Spain, at the 1992 Olympics—I feel like I belong.

Here's the amazing thing about EO: It doesn't matter that we all come from different backgrounds and have different businesses. It doesn't matter what our net gross is or how long we've been entrepreneurs. What matters is that we share a passion to be better, a competitive drive to excel and pin our problems to the proverbial mat. One of my new EO Vancouver buddies, Steve Whiteside, said it best: "Being a part of EO means being with winners." I can get used to that.

Tom Petryshen (pictured) is the founder of Amplify Services, a digital agency, and director of Ventures in Digital Media, an advertising technology solutions provider. **Fun fact: Tom's life-long goal is to live and work on his own golf course.** E-mail Tom at tom@petryshen.com.

QUICK SHOTS

In 2011, EO Melbourne member **Adam Knight** (pictured at far right, wearing a hat) was invited to tour Africa with a group of 18 aboriginal youths on an Australian football cross-cultural exchange. The trip was conceived to be a learning and development experience for the boys, many of whom come from distressed communities.



SELLING FROGS TO THE FRENCH

Gustavo A. Montero
EO Switzerland-Geneva



Gustavo as a teenager
in Santiago, Chile



My entrepreneurial journey started when I was 14 years old. I was living in my hometown of Santiago, Chile, when a friend saw a newspaper article that caught our attention. The article mentioned how there was a big market for frog legs in France. Apparently, people were eating them left and right, and the demand was a lot higher than the supply.

That day, we decided to start a business—we would sell frogs to the French! It seemed we had stumbled upon a goldmine, and we were going to be rich beyond our wildest dreams. Lucky for us, there were plenty of frogs in Chile, and even better, nobody ate them. People thought they were slimy little creatures and left them alone. But in France, everyone seemed to love them and they were paying good money to eat their legs for lunch!

As we discussed our business plans, we came across our first hurdle: How to

catch the slippery creatures. We could buy special nets and aquariums, but that would cost a lot of money. Like true entrepreneurs, we thought outside of the box—we decided to create frog farms. My grandmother had a small ranch in Colina, north of Santiago, and the frogs seemed to love it there. After convincing her to lend us a piece of land, we created two ponds. By the time we finished lining the bottoms with plastic to prevent leakage, our frog farms were complete.

There we were, two kids fueled by what I've come to know as the entrepreneurial spirit. We were young, eager owners of two frog farms ... and zero frogs. We had heard that every night near the international airport, there was a concert of frogs singing love songs for the mating season. Knowing this, we built up our courage, gathered tools, borrowed my father's car (without his consent) and spent several nights catching frogs in dangerous marshland, all while

airplanes were landing over our heads. Luckily, my father never smelled the strong stench of frog we left in the trunk.

A few nights later, we had collected about 300 frogs and added them to our ponds. They were finally ready to be cultivated ... but we had no idea what they ate. We tried several kinds of food, but our experiments polluted the water and created diseases that affected the frog colony. At one point, we had to treat them one by one with medication to fend off fungus. Before we knew it, the whole thing had become a disaster; the frogs were not growing, but dying!

Eventually, a powerful storm fell over the town and broke down the protective netting of our ponds. By the next morning, all of the frogs had escaped, and our first entrepreneurship venture ended before it officially began. Interestingly enough, before our entrepreneurial adventure,

Colina had almost no frogs in its region. Today, it's known as the town of frogs! While our first business was a financial failure, it seems we contributed to the local ecosystem, so that's something.

Looking back, that childhood experiment was a turning point in my life. Trying to sell frogs to France taught me that I have what it takes to run a company, and that my entrepreneurial spirit will guide me to greatness. I had a business idea, I overcame obstacles and I followed my dream. It was an experience of a lifetime, and one that continues to guide me to this day. The frog farms were a turning point for me ... what's yours?

Gustavo A. Montero is chairman and partner of GAM Consulting Group and Hedblom Partners Group. **Fun fact: For more than 10 years, Gustavo has been an active ski guide for the blind.** E-mail Gustavo at g.montero@bluewin.ch.



GETTING YOUR “HOUSE” IN ORDER

It was one of those days that can't be predicted. I was sitting in my office when the phone rang. It was Kevin, our sales and support rep for Celco Software. He said a caller on the other line was giving him a hard time. The person had repeatedly called asking for copies of the company's financial statements and other proprietary information. I told Kevin to put him through to me. As I picked up the receiver, I coolly asked, “Can I help you?” hoping to get rid of the guy so I could get back to running my company.

Almost an hour later, I quietly hung up the phone and sat staring at my desk in shock. Far from being a prank caller, the man represented Swedish investors looking to buy Internet café-related businesses. They were interested in Celco Software. Without any preparation or advance warning, we were being targeted as a potential acquisition. That one day in 2006 set off a chain reaction that eventually led me to where I am today—it literally changed my life.

Have you ever put a house on the market? My experience with Celco Software taught me that selling a business is exactly like selling a house. Attractive businesses, like attractive houses, are orderly and well kept from top to bottom. Investors want organizations that run effectively on their processes and procedures, not on their current CEO. Selling my business resulted in a significant shift in how I ran my other company, Celco Controls. I worked to build systems and processes into the fabric of the business to make it more attractive to buyers.

Throughout this experience, my Forum colleagues and EO helped me make smarter business decisions. For example, hearing about the challenges that other Forum members faced

highlighted changes that I needed to make. When I needed fresh ideas on how to improve my processes, I could always count on them. In 2010, when a private equity group called, Celco Controls was primed and ready for due diligence. I didn't have to go through a massive “house cleaning” to prepare for the sale.

Looking back, the sale of my Celco businesses taught me two important lessons: First, the processes and procedures that make a business perform well also make it attractive to investors. Second, and most important, I realized that I find much greater joy working on the business than working in the business. I love finding the most efficient way to do things. It's interesting to tinker with processes until they run like clockwork. What's more, I enjoy the challenge of streamlining procedures for maximum productivity. I wouldn't have realized any of this had it not been for EO's support.

Subsequently, my current business is a consulting, training and speaking firm, where I help other organizations run at peak performance. What I've been doing for years in my own companies, I now get to do for someone else's business. I guide them through the steps of “deep cleaning” their processes and procedures, getting rid of excess and waste, and eliminating pain points for customers and employees. Whether they plan to sell their business or not, in the end, their “house” is in order. And order, I now know, is the best door to opportunity.

Richard Brodeur is the president of Process to Excellence, Ltd. **Fun fact: Richard is so process-driven that he has a process manual for his vacation home.** E-mail Richard at rbrodeur@processtoexcellence.com.

EO Q&A: CELEBRATING 20 YEARS OF EMP EXCELLENCE



The Entrepreneurial Masters Program (EMP), EO's longest-running executive education program, was created 20 years ago by EO DC member and founding partner of Gazelles, Inc. Verne Harnish. In this special interview, Verne discusses the birth of the EMP, its role in EO and its impact on members everywhere.

What inspired you to start the EMP?

"The inspiration for the EMP came from a similar program that the Young Presidents Organization (YPO) hosted at Harvard. I approached the program's faculty chair to see if Harvard would consider running a similar program with EO, but that didn't work out. So I went next door to MIT, and the rest is history."

What were your original goals for the program?

"My original goals for the EMP were three-fold: First, since one of EO's missions is education, I wanted EO aligned with a top-notch university that would give us the freedom to create a first-class executive education program. Second, I wanted the EMP to be a recruiting tool for top entrepreneurs, and it has been. Many of EO's early chapters were launched by entrepreneurs who were attracted to EO via this program. And third, EO badly needed a source of revenue. The program generated nearly US\$150,000 net each year, which went a long way in helping to establish EO."

How far has the program come since its inception?

"The EMP has come a long way since 1992. The program continues to thrive 20 years later, with demand for the program high each year. So far, we have more than 1,200 graduates! That's a testament to the value of the EMP for entrepreneurs and their businesses everywhere."

What value does the EMP provide?

"Through three yearly courses, the EMP affords members the kind of environment and relationship building that fosters deep sharing and learning. Also, the opportunity to spend quality time with some of the top business thought-leaders provides the ideas and inspiration EO members need to drive their businesses and lives in a better direction. Lastly, there's a unique design element to the program. According to dialogue theory, the ideal group size for creating important breakthroughs is 40-60 people. It's intimate enough that everyone can get to know each other, but large enough to provide the necessary diversity of backgrounds and ideas to generate breakthroughs."

How has the EMP impacted you?

"A large number of my closest friends and business relationships have come from the EMP. As the program chair for 15 years, I got to hear the same message from various thought-leaders year after year, and their ideas became ingrained in my DNA and that of my company's. As a result, I've become a stronger entrepreneur and built a better business!"

To learn more about the EMP, visit: <http://events.eonetwork.org/EMP>.

AN EMP EVENT TO REMEMBER

Assemble yourself. Create your world. Ignite your fire. Are you an EMP

graduate or current attendee? Join us as we celebrate the 20th birthday of the EMP in Boston, Massachusetts, USA, from 25-28 October. Assemble with entrepreneurial giants from around the world, listen to speakers who will drive value in your life, create a new network of friends and exchange ideas with leading business minds. For more information, contact Leslie Baum, EO's Senior Director of Global Learning, at lbaum@eonetwork.org.



My Million-Dollar Idea

Sarah Hardwick
EO San Diego

The most amazing thing happened to me last year—I made a million dollars overnight! Seriously. It all started with a creative idea. And like most good ideas, it struck like lightning. I knew instantly that it was really worth something.

The best ideas are often the simplest, and this was true when I came up with an extraordinary tagline for my marketing and public relations firm. It was unique, and had so many different meanings—it could transcend industries! Thinking about all of the ways I could use my new slogan made my head spin. To ensure my idea stayed original, I acquired the domain name and trademark.

As it happens, the demands of everyday business consumed my attention, and my idea eventually took a back seat. And then one day, an e-mail appeared from a mysterious e-mail address; someone was offering to purchase my domain name for US\$500. What?! Not a chance! This wasn't just a domain—it was a philosophy, a way of life! I refused to part with it.

Over the next few days, the phone calls and offers continued to escalate. When it reached US\$50,000, I asked my husband and Forum mates what they thought I should do. The decision was unanimous: The idea had too much potential for me to sell it. Although the thought of paying off my credit cards and student loans was tempting, I simply couldn't let my idea go for less than what it was worth.

When the offer reached \$250,000, my curiosity finally got the better of me. I agreed to a teleconference with the company's CEO to find out more. I was not surprised to learn that a well-known global corporation also thought my idea was something special. When the CEO asked what price I would accept for the domain and trademark, I was honest and said the first number that came to mind ... one-million dollars! Within 24 hours, the deal was done and my idea took wings (under new ownership) in the marketplace.

I wish I could tell you the name of my big idea, but I've been sworn to secrecy per the terms of the deal. I can tell you, however, that I'm heading into 2012 filled with a renewed sense of optimism and excitement, believing that anything is possible. Looking back, I've learned that when a good idea strikes, don't let it slip away! Protect it with a trademark. And if you ever decide to sell it, have the faith and guts to ask for what you deserve. You never know, it could be worth a million dollars, or more....

Sarah Hardwick is the founder of Zenzi Communications. **Fun fact:** Sarah is an aspiring drummer, who is always up for an impromptu jam session. E-mail Sarah at sarah@zenzi.com.

LESSONS LEARNED

SURVIVING A FINANCIAL SETBACK



Running a business presents many challenges, many of which are unexpected. EO Atlanta member **Andrea Arena** faced a financial setback that threatened to derail her business. Learn how she bounced back into the black.

The Problem: After 17 years in business, I returned from maternity leave to the news that three of my company's national accounts decided not to renew their contracts. They reported that, while we provided superb service, the economic crisis required drastic measures. Before I knew it, our overhead devoured our profit at an alarming rate, and we found ourselves operating in the red.

The Solution: I began the recovery process by examining how my company spends money. I generated a list of questions about my vendors and learned where I could save, and then I made ruthless cuts and restricted spending. Second, I leaned on my EO peers for assistance with big-ticket projects, using their experiences as guidance and their confidence in me as fuel to keep moving forward. Finally, I renegotiated contracts and looked for discounts with existing commercial vendors. Many offered to cut our costs in half in lieu of losing our business. In the end, I was able to get back in black, but it wasn't easy.

The Lessons: In three months, we went from US\$20,000 in the hole back to profitability. All in all, this experience taught me to always have my finger on the financial pulse of my business. Ever since this realization, we've had the strongest sales pipeline in years! Thanks to the support of my team and EO, I survived this rocky patch and can now focus on the future of my business.

FEATURE STORY

H O P E BRINGING TO AFRICA



Matthew Hope
EO Brisbane

Three years ago, my construction company took on an adventure of a lifetime. Through our contacts in Kenya, we heard about the plight of 35 orphans who were going to lose their home and be thrown back onto the streets. I presented this dilemma to my team of builders at our annual conference, and without hesitation, people were pledging their support to build a new home for these children.

In the span of six months, we managed to raise enough money to finalize the project. That October, I led a team of 12 employees on a journey that would take us halfway around the world. Construction of the home had begun three months earlier, after we had purchased land and used local tradesmen to start the building process. When we arrived, the brickwork had been completed and the roof work was ready to begin. That would be our task for the next 10 days.

Under beautiful African skies, we got to work using the rudimentary tools available to us in the north-western Kenyan village. Throughout it all, we smiled and joked as we worked alongside our African brothers. And we laughed when one of the African workers mentioned how "the Australian builders are like bees. They make a lot of noise, but they work very hard!" It was an experience of a lifetime, and one that bonded us a team.

A few days into our journey, we had the privilege of meeting the children we had come so far to help. We ate lunch in their temporary home, and many of us were reduced to tears as we listened to their stories. Their living conditions were extremely basic; they had two children to a bed and 12 children to each bedroom. After lunch, the kids sang for us, and we presented them with gift bags that were filled with coloring books, small toys and games. The joy of watching their small faces light up as they opened their gifts is a memory I will never forget.

After we said our goodbyes, we returned to the construction site with a renewed understanding of our mission. From that point on, we cherished every moment we had together. And when that last piece of roofing iron fell into place, the team let out a loud cheer. We had completed our part of the mission; the rest of the building would be built by local laborers. Before leaving, we visited a UN refugee camp that contained 8,000 children. The realization of how



much still needed to be done was overwhelming, and a stark reminder of the problems found on this beautiful continent. Our contribution, however meaningful, was but a drop in the ocean.

When we finally returned home, something significant had changed within our company. The camaraderie that had been built among our team was incredible, and it translated into significant increases in brand loyalty, staff retention and our best sales year ever. The other major upside was the community support that we received, which has also changed our brand perception in the marketplace. As for those who participated in the project, they rate the experience as the most significant and satisfying thing they've ever done with their lives. For me, it was a defining moment in my life, and one that taught me the universal power of entrepreneurship.



It's been three years since we completed that Kenyan project, and the building is now home to more than 70 orphans who receive three meals a day and attend their very own school. We still keep in contact with the children, and continue to support their wellbeing. All in all, it's been a memorable experience, and my entrepreneurial focus has shifted as a result. My goal now is to provide other businesses with the chance to show the human side of their company through similar projects in Africa. Together, I know we can use our entrepreneurial skills to make a lasting difference.

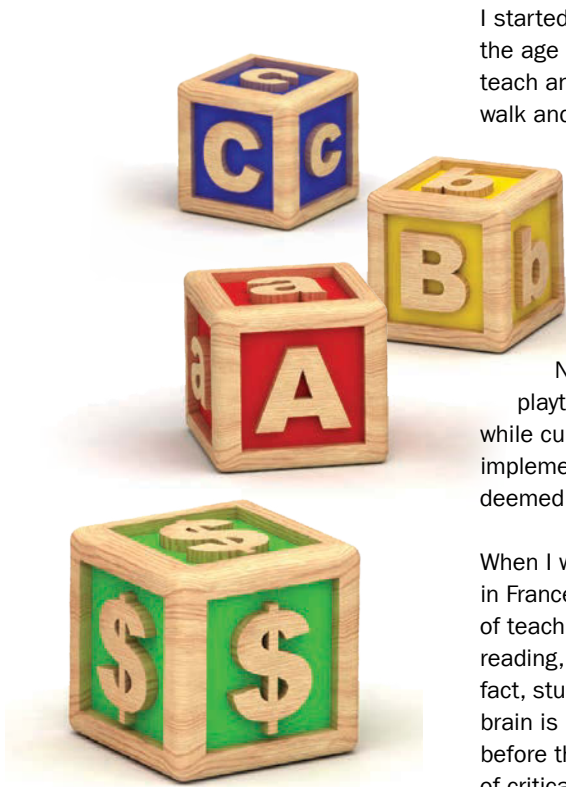
Matthew Hope is the managing director of G.J Gardner Homes and CEO (Chief Energy Officer) of Raw Energy Cafes. **Fun fact: Matthew once broke into the Olympic Stadium during the Olympics, and ran 100 meters out of the blocks before being escorted out by security.** E-mail Matthew at matthew.hope@gjgardner.com.au.



THE ABCS OF BUSINESS

Natacha Beim **EO Vancouver**

The greatest lesson I've learned on my entrepreneurial journey is this: Keep moving forward. Sometimes this lesson comes at a great cost, and with daunting consequences.



I started my entrepreneurial journey at the age of 22. I had known I wanted to teach and inspire others since I could walk and talk, so it was no surprise that

I decided to open my own junior kindergarten school. The model of my school was new to most North American parents, and disruptive to the existing early education model. Unlike most parts of Europe and Asia,

North American culture embraces playtime for infants and toddlers, while curriculum is something that's implemented later in life when a child is deemed old enough to start learning.

When I was a junior kindergarten teacher in France, I saw firsthand the benefits of teaching infants and toddlers math, reading, art, science and even yoga. In fact, studies have discovered that the brain is in its most formative years before the age of six. There are windows of critical learning opportunities during this time, and these years shape how a child's brain functions as he or she gets older. I knew all of this when I started my business ... but who was going to listen to a 22-year-old who wanted to teach 3-year-olds how to read, experiment and contribute to the world?

When I was starting out, I applied for 25 bank loans and approached countless investors to no avail. I decided this was a minor setback. With some help, I wrote my

first business plan, and when everything was in place, I managed to find an investor to co-sign a loan in exchange for a monthly cheque. But just when I thought everything was coming together, I encountered more setbacks. For example, a corrupt construction company delayed my project and my loan was recalled from the bank. Had my vision not been so clear or my passion so strong, I might have given up completely. Instead, I kept finding a way to move forward.

By the time my first school opened, I had one student enrolled. We were so delayed with the opening that we had lost all of our prospective students. I spent hours calling every family who had ever toured the school, and offered them to try it out for free. I praised the benefits of early childhood education to any parent who would listen. I remember parents saying, "Every other school is open for only two hours a day. How can everyone be wrong and you be right?" But I was, and still am.

New ideas have to be proven right before they're adopted by others, especially when it comes to children. Today, my business has 11 locations across Canada. Every school has a waiting list, and the families who enroll their children truly understand the importance of early learning. All in all, it has been a very long road, and at times it seems like an even longer road ahead. But when this seems the case, I always fall back on the first lesson I learned in business: Keep moving forward.

Natacha Beim is the CEO and founder of Core Education & Fine Arts junior kindergarten schools. **Fun fact: Natacha had her first book published when she was only 16!** E-mail Natacha at natacha@cefa.ca.

WHY I EO

that are innovating as fast as I am challenging my own company. I EO because of Forum, my own testing ground to challenge ideas before I execute them. I EO because of my chapter, which continues to excite me with learning events. I EO because serving in EO leadership helps me develop the necessary skills required of a CEO in a fast-paced growth mode. Why do I EO? Because I don't really know any other way!"

– Nick Anthony, EO San Antonio

"To me, entrepreneurship is a way of life; a different way of thinking that impacts my personal and business worlds. I EO because it puts me in the middle of like-minded people 24/7—people who 'get me' and my energy—and businesses

MY FULL-THROTTLE FORUM **EXPERIENCE**

Muaz Kadi **EO Saudi Arabia**

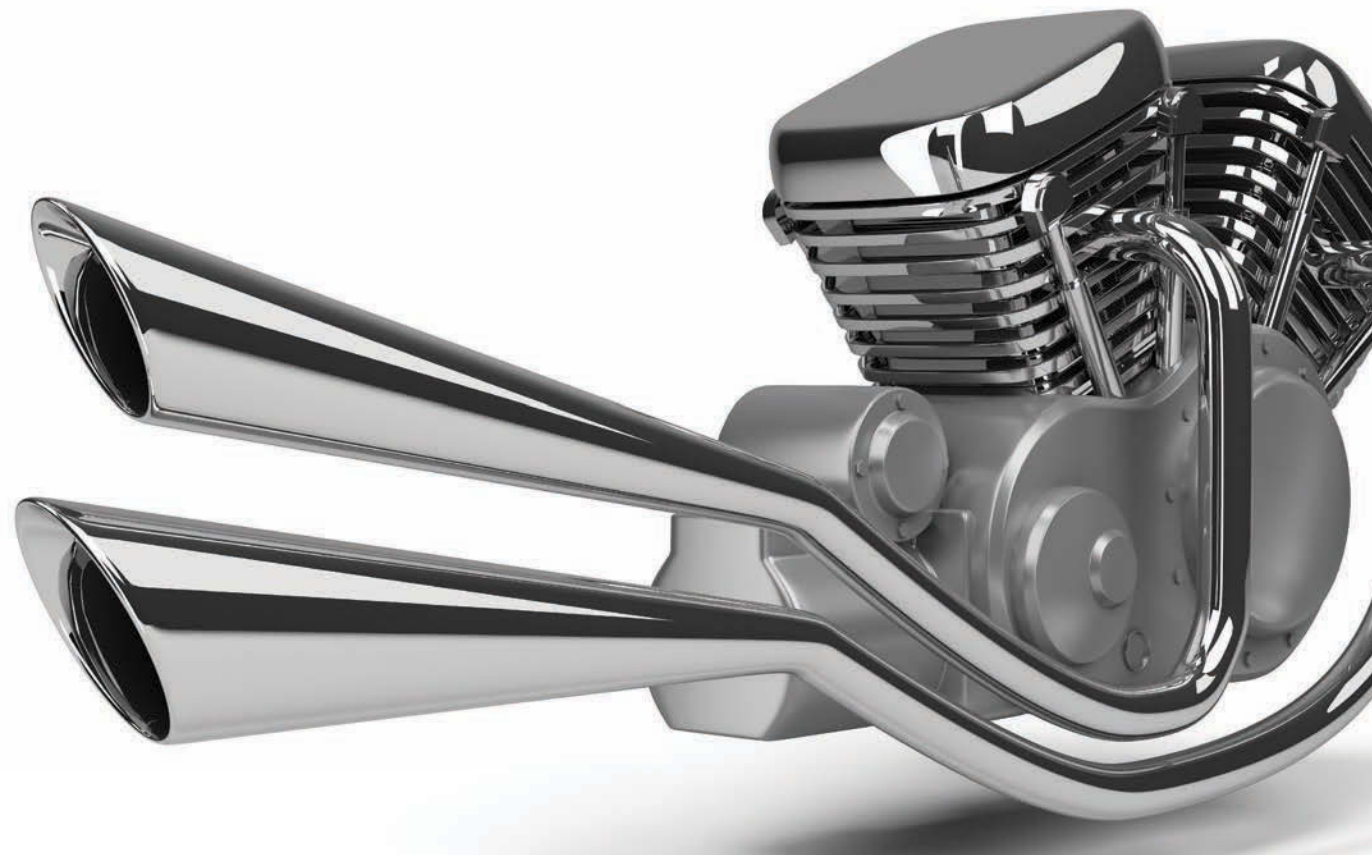
Every engine needs excessive tuning. Sometimes it needs major modifications, other times it just needs an oil change or someone to help jumpstart it. Still other times your engine works just fine, but in order to catch up, you may need to increase the horsepower. Upgrading your engine and tuning it will help improve its performance, but is there a one-stop shop that gives it what it truly needs? Sure there is! Maybe not in the car industry, but in the business industry.

In this analogy, the engine symbolizes my business, and this one-stop shop is my Forum. Six months ago, I faced a big challenge in my business; the type that adds stress and distraction demons to your life. And these demons have one goal: to destroy productivity and efficiency, while shifting your path without you realizing it. And that is exactly what happened. My mind was consumed by this huge challenge, and the office seemed like a lousy place to visit. Just like with a car engine, I needed to tune my business and seek assistance from the experts.

With nowhere to turn, I decided to take this challenge up with my Forum. To be honest, I wasn't enthused about the idea at first. I had already tried many things to resolve the issue, and the nature of my company was completely different than that of my peers' businesses. What could they offer that I didn't already know? I didn't believe there would be a positive outcome if I presented the problem to my Forum. Those kinds of deconstructive thoughts kept spinning in my mind ... but I decided to take the leap anyway.

Trusting my Forum was one of the best decisions I've ever made. As I walked away from my Forum that day, I felt very thankful, hopeful, optimistic and glad to be a part of such a supportive team. I left feeling completely tuned and modified. I got what I needed all along: other engines to help refuel my own. Since that day, my Forum has taken a big leap up my ladder of priorities. Now, I will never underestimate the power of Forum and its far-reaching impact on my life and business. It truly is a one-stop shop for an entrepreneur's needs.

Muaz Kadi is a GM of Aldiyar almoutawara, a real estate development and investment management business. **Fun fact:** If Muaz resigns from his job and works as a pilot, he might fly less. E-mail Muaz at myk@alldiyar-sa.com.



THE FIRE THAT SAVED ME **US\$100,000**

Matt Shoup **EO Colorado**



It was an early September morning, and I was just getting to sleep. After weeks of my company's busiest season in our history, I was a few hours away from a much-needed vacation. Like any other morning, my iPhone chimed repeatedly as I lay in bed. Unlike other mornings, the calls were coming from the Loveland Fire Department—they were calling to tell me that my office had caught fire!

I immediately drove to the office to see the damage. My team was safe and the damage was minimal. In fact, the sprinklers did more damage than the fire, but we were officially out of an office and a location to do business. Looking back, this fire taught me some valuable lessons:

1. The glass is always half full. When I walked into the office and saw the smoke-covered walls, I thought, "Awesome! We're getting new paint!" I saw the water-logged reports and thought, "Great! We needed to file those anyway." I saw our sales and production white boards and thought, "I'm glad those didn't get wiped out! It's high time we get everything online." We noticed where we were weak, and that wouldn't have happened were it not for the fire.

2. Plan for the worst and always consider the "what ifs." We had planned for a fire and made the necessary investments to protect ourselves. Months before, our insurance agent said, "Hey Matt, what if this office burns to the ground? Are you covered?"

We weren't, so he immediately took me through the list of insurances and property inventories, and put a policy into effect. I was also convinced under the premise of "what if" to buy a video-surveillance system. That surveillance video was there at the spark to trace the fire back to its cause, saving us from speculation and assisting the fire department in their investigation.

3. We had the chance to witness what our team is made of. During a trying time like this, the best and worst in people come out. I can honestly say that I saw what each and every team member was made of in their core, and I was impressed. I saw who is with us and who isn't, and was able to trim the fat and make us a leaner, meaner organization.

4. I am thankful for the fire. EO has taught me to choose gratefulness in a time of crisis. I am thankful that no one was hurt, and for the advancements that have come as a result. I am also thankful for the US\$100,000 I believe we'll make next year as a result of the changes we made.

The days and weeks following the fire would have been colored by the remnant cloud of that fire had it not been for EO, its members, my Forum and the speakers I've met over the years. Because of EO, the fire had a purifying effect on us, and we've come out even stronger. Looking back, the fire taught me the value of my peers at work and in EO, and how a crisis can create much-needed change.

Matt Shoup (pictured) is the president of M & E Painting and Shoup Consulting. **Fun fact:** Matt's most embarrassing moment as an entrepreneur was not when his company painted the wrong house (which they did), but when they accidentally painted a 9-month-old baby. E-mail Matt at matt@mandepainting.com.



CLIMBING THE **SUCCESS LADDER**

Kristina Marshall **EO Detroit/EO Accelerator Graduate**

“I attribute the final leap I needed to hit US\$1 million to my mentor, EO Detroit’s Mark Winter.”



Have you ever climbed a ladder when no one was around? You probably made it as high as you needed to, but took your time and kept steadying yourself. I bet that if someone was holding that ladder for you, you would have scampered up it more quickly and dared to go one rung higher.

That is what EO Detroit members are doing for EO Accelerator (EOA) members. A little while ago, our EOA Champion, Joe Wichowski, and I created a mentoring program where EO members are matched one-to-one with EO Accelerators for an entire year. They meet or speak monthly about the EOA member’s 90-day focus plan, their obstacles and their successes. The pilot program started with seven matches, and today, two of us (me included) have graduated to EO!

Personally, I attribute the final leap I needed to hit US\$1 million to my mentor, EO Detroit’s Mark Winter. I was on a five-year plan to hit US\$1 million, but as Mark began to mentor me, I found myself striving harder to reach goals that seemed untouchable. I kept the pressure on myself,

because there was no way I ever wanted to say to him, “I just did not get that done this quarter.” Exactly three years after starting EOA, I had grown my children’s mentoring charity, Winning Futures, to be eligible for EO!

The greatest part about my mentoring relationship is that even as we celebrated my getting to the top of my success ladder, my mentor looked at me and said, “What’s next?” So, now I will write a business plan to start my for-profit consulting firm. I am passionate about Winning Futures, and will continue to lead it as it grows and serves more youth. However, my experience in EOA has motivated me to do more. I will take my passion for mentoring and create a business to assist companies in implementing their own employee-mentoring and leadership programs.

Today, every EOA member in Detroit who wants a mentor is matched with either a one-to-one mentor or an accountability group mentor. The impact is amazing. The EOA members are benefiting by reaching goals, implementing new systems in their businesses and reaching higher sales

targets. The benefit to the EO members and chapter is equally astonishing. EO members who have not been very engaged in recent years are experiencing a rejuvenation through mentoring; we even have a wait list of mentors! An entire team of EO members have formed a board for EOA and are dedicated to growing it, and our past Chapter President is leading the cause.

All in all, this mentoring program is developing successful entrepreneurs at a time when we can create a new future for our city. Mentoring will help us create the future WE want. Over and over, we hear the EO mentors saying, “This has motivated me!” or “I have learned so much from my mentee.” Mentoring has an amazing impact on all involved, and it really is a two-way street. Both the mentors and mentees are gaining value, personally and professionally. Best of all, they are taking the next step on their own ladders of success.

Kristina Marshall (pictured, with Mark Winter) is the president of Winning Futures. **Fun fact: Kristina enjoys listening to Eminem.** E-mail Kristina at kris@winningfutures.org.

THE VALUE OF EO MENTORSHIP

Want to participate in EO’s mentorship program? EO mentorship engages members in goal-driven relationships that accelerate personal and professional growth. While these programs are chapter-based, you can discover opportunities in your area by contacting your local chapter board. If you’re interested in helping EO launch a mentorship program in your area, e-mail us at mentorship@eonetnetwork.org.

CONNECTIONS TO EXPERTS

MARCUS BUCKINGHAM

Succeeding in entrepreneurship is all about building on your strengths. No one knows that more than **Marcus Buckingham**, a *New York Times* bestselling author, business consultant and EO speaker. In this interview, *Octane* sat down with Marcus to discuss the importance of leveraging your strengths and StandOut, his ground-breaking strengths assessment test.

Through your research, you’ve established yourself as a global business expert. What is your biggest lesson learned in business?

“I was with Gallup for 17 years before I decided to start living the entrepreneurial dream. Afterward, I created TMBC, a company that focuses on building tools and training for people to become great managers. The first lesson I learned when I left Gallup was that I had to choose a business that challenged me; a business that could get me excited no matter how big it got. I also learned that the one thing sufficient for building a business is not money or drive or good people. Every entrepreneur needs to stamp this on their forehead— it’s all about the customer. If you have a customer, you have a business. If you have no customer, you have no business. The best entrepreneurs know how to attract customers.”

What are some common mistakes you’ve seen entrepreneurs make when it comes to leading their staff, and how can they overcome them?

“Entrepreneurs try to be all things to all people, and that never works. They try to become a perfect leader. The best thing to do is read books on leadership to shore up your weaknesses, and be aware of your business blind spots. That doesn’t mean you have to focus on it; many entrepreneurs do, and they lose the entrepreneurial edge that got them where they are in the first place. They become less creative, and start to lose their authenticity. Another major error I see entrepreneurs make is that they hire people that are too much like themselves. It makes for a comfortable team, but not a productive one.”

Tell me about the StandOut assessment. What’s involved in this concept?

“As an entrepreneur, you have to be good at many things. You have to discover your unfair advantage, your edge. StandOut is an action-oriented strengths assessment that reveals the personal edge that will help you win at work. A lot of entrepreneurs I’ve worked with share the same burning questions: How can I become a better performance coach? How can I ensure my employees take responsibility for their own performance and development? How can I accelerate the uptake of best practices in my business? The StandOut assessment measures you on nine strength roles, and then reveals your top two strengths, or the focal points of your talents and skills. It also shows you how to best leverage these strengths to build yourself as a leader.”

What have you discovered during the creation of StandOut?

“When you study excellence, you find that people practice it in really different ways. What looks so authentic with one person looks fake and foolish when someone else tries it. Innovations are strength-specific. For example, I can only transfer my innovations to you if you share the same strengths that I do. With StandOut, I feed you best practices and techniques that fit you, ignoring the cookie-cutter approach to leadership that makes you lose the very thing you most rely on to win: your authenticity.”

If you could offer entrepreneurs tips for improved leadership, what would they be?

“Stay in business. People say that if you grow your business, you should stay above it at all times. I say stay in your business, and don’t get too far removed from it. You’ll want to hear what clients are saying, and not hear it secondhand. Also, study your successes.

“At the end of the day, entrepreneurship is about finding your edge and maximizing the living daylights out of it.”

We don’t study successes enough; we study failures too much, thinking it tells us about success— it doesn’t. To not lose, study failure; to win, study what you’ve won. At the end of the day, entrepreneurship is about finding your edge and maximizing the living daylights of out it. It’s all about differentiating.”

To learn more about Marcus Buckingham and StandOut, visit <http://standout.tmbc.com/gui>.



EO BEYOND BORDERS



Top desired EO chapter locations:

- Istanbul, Turkey
- Santiago, Chile
- Lagos, Nigeria
- Dhaka, Bangladesh
- Gaborone, Botswana
- Phnom Penh, Cambodia
- Paris, France
- Buenos Aires, Argentina
- Sao Paulo, Brazil
- Shenzhen, China
- Colombo, Sri Lanka
- Ho Chi Minh City, Vietnam

For 25 years, EO has been working hard to expand its presence in all corners of the world, launching new chapters every year in thriving and dynamic cities. We do this because every new chapter further establishes us as the world’s elite community of entrepreneurs. In the map above, we’ve marked some of the current targets for upcoming chapter locations.

What is a chapter launch?

Launching an EO chapter is our way of reaching out and tapping into the lifeline of every country—entrepreneurs! We go boldly into new markets, leaving our legacy and furthering our mission to engage leading entrepreneurs to learn and grow. All in all, it is an important process culminating in a 16-member chapter with an established local board.

Why are new chapters vital to EO?

More chapters mean more members, an expanded community, more influence, more connections and greater personal and professional opportunities, resulting in an enhanced EO experience.

What are the key elements for launching a chapter?

First, EO must identify a market. Second, a member champion must be chosen. Third, EO must generate interest and visibility in the new market. Once these steps have been accomplished, EO can take the necessary measures to build out the chapter for its official launch.

How can I get involved?

If you have ties to business owners and networks in other cities, or if you would like to help EO thrive by championing a possible chapter in your area, please contact Laura Johnson, EO’s Director of Global Membership Development, at ljohnson@eonetwork.org.

WE ARE WARRIORS

Jim Jacobs EO Philadelphia

If you drive past the local hockey rink at 6:15 a.m. on a winter’s Sunday morning, this is the loud chant you’d hear coming from the mouths of 14 kids, aged kindergarten to third grade. They each sport red and blue “war paint” under their eyes, and they’re screaming at the tops of their lungs as they prepare for their youth hockey game.

In addition to my duties as the owner of a commercial real estate brokerage, I’m also head coach of the Wissahickon Warrior Mite travel ice hockey team. When I’m not screaming at my staff to get something done, I’m screaming things like “Attack! Attack! Attack!,” “Create your opportunities!” and “Get right in there!” to the kids. When I signed on as their coach, I knew it would be up to me to teach them all about hockey and sportsmanship. As it went, I’ve learned more from them than they could ever learn from me. The same could easily be said about my short time with EO.

In my business, I work with a lot of entrepreneurs in an advisory capacity. Recently, I’ve watched a lot of businesses shrink or struggle to survive in the down economy. Just recently, I met with a business owner who was forced to retire; he wanted us to sell his building. His business went from doing about 50 to 60 new custom kitchens a quarter, to doing only four or five.



Like the seasons, our economy is in the dead of winter. However, thanks to EO, I’m seeing signs of thaw. When I’m coaching, I tell the kids after a tough loss that there’s only one way I know how to change things— just get up and go. Lead an offensive strike and skate as hard as you possibly can because the harder you work, the more you’ll win. Don’t take a shift off. Learn to trust your teammates. I’ve applied these same philosophies to my own business.

I’ve met some incredible teammates while in EO. Business is a team sport, and you play better depending on the level of skill of the players on your team. I can already tell that joining EO is the best decision I’ve ever made for my business. I’ve made some terrific friendships, gotten some invaluable insights into my business and realized that my problems are much smaller than I originally thought, thanks to the sage advice of my Forum. What’s more, I’m seeing opportunities I wasn’t cognizant of before I joined this group, and it’s opened big doors for me. If you ask me, it’s much more expensive NOT to join EO.

It’s a new economy. Banks aren’t lending, and everyone’s cutting back. That also means there are opportunities all around us to take advantage of the climate and smartly grow our businesses. If you’re reading this, getting up at 6:15 a.m. on a Sunday to coach your team is probably a normal thing. So here’s my pre-game speech for my fellow EO members:

“Time to attack! Trust in your EO teammates and get to know them. Get yourself in the game and don’t take a shift off. Attack, attack, attack! Time to put on some war paint and scream loud enough to wake the dead! Find a way to get to EO events, have that burning desire, want the puck and support your teammates. Together, we will win! Together, we are WARRIORS!!”

Jim Jacobs is the president of the Jacobs Realty Group, a commercial real estate sales and advisory firm. **Fun fact: In addition to hockey, Jim has completed five triathlons.** E-mail Jim at jjacobs@jacobsrg.com.

EO PARTNER PRESENTS

USING COMMUNICATION TO FOSTER COLLABORATION



In one of our leadership workshops, we do an exercise where we practice phrases to promote synergy, participation and collaboration. Throughout these exercises, I have observed that the participants are convinced that they themselves have no problem promoting synergy, but that the problem is with others in their organizations.

During these innovation sessions, my experience is that the majority of managers do not encourage genuine participation and collaboration within their teams. This may be for many reasons, ranging from the perception of a lack of time to feelings of insecurity. No matter the reason, the cost of not encouraging synergy in business is high, and directly impacts the commitment of people at all levels. Consider the following observations:

- In his book, *How the Mighty Fall*, author Jim Collins found that leaders who are “on their way up” (in growth and improvement mode) ask more questions than statements during meetings. With teams that are in decline, the leaders ask fewer questions and make more pronouncements.
- According to Zenger, Folkman and Edinger’s *The Inspiring Leader*, in a study of 60 executive teams, the high-performing teams were making five positive comments for every negative or critical comment. Meanwhile, in low-performing teams, there was only one positive comment for three negative.

If you want to gain the benefits from a collaborative and positive team environment, here are some recommendations for encouraging it in your team:

1. Before evaluating or criticizing an idea, thank people when they bring ideas to a conversation.
2. Find the positive in any input from the team.
3. Listen and paraphrase the ideas of employees to demonstrate your understanding.
4. Make more questions than statements. Ask a team member to count the questions versus the negative statements.

Participation and team collaboration are key competitive advantages contributing to the success of organizations everywhere. If we believe that all speech from a leader creates culture, then leaders must ask themselves if what they say is fostering the culture they desire or taking them further away from creating a collaborative organization.

– Eric Liljenstolpe, FranklinCovey, Costa Rica

WHO INSPIRES YOU AS AN ENTREPRENEUR?

"I am inspired by Zwelethu Mthethwa, a world-renown photographer. Zwelethu personifies everything that I admire in a successful entrepreneur: He is dedicated during very difficult times, practices professionalism and never compromises on his passion and focus."

– Elana Brundyn
EO South Africa – Cape Town

"Heidi Klum inspires me! Aside from being one of the world's top supermodels, she is also a very focused businesswoman. She is a painter, fashion designer and TV producer, to name a few. Most importantly, she finds time to be a devoted mother!"

– Amy Adkins
EO Oklahoma

"I'm inspired in different ways by a number of entrepreneurs, from those with lots of publicity like Richard Branson to members of my chapter. I think the better question is, what is in them that inspires me. It is the belief that anything is possible and everything should be tried."

– Patrick Forbes
EO Qatar

"To tell you the truth, and I know it might sound common ground, but Steve Jobs' life inspires me very much."

– Jorge Aguilar Acosta
EO Mexico City

MY LIFE IS A MESS ... ANYONE GOT A MOP?

Krista Castellarin
EO Edmonton

I joined EO in September 2010, right as my chain of luxury pet boutiques and spas was growing throughout Alberta, Canada. When I joined, I didn't really understand what I had signed up for. I had heard established members refer to EO as "a board of advisors" and "a support group." Truth be told, I joined because I hated networking events, and as my business was growing, I felt less and less able to find people who understood the challenges I was having. That first year, as the only woman in my Forum, I became the unofficial social coordinator. I planned our retreat, kept a big smile on my face and downplayed my challenges. Why? Because I had just met these guys, and I wasn't sure I wanted to bare my soul to them just yet.

All of that changed four months ago. A former partner's settlement negotiations were pushing my company near bankruptcy, my franchisees were revolting against even the most minor operational changes and the positive press we were receiving from some upcoming awards was pushing me to my very edge. Inside, I felt like a fraud. On one hand, we were being named the sixth fastest-growing company in Alberta, but on the other we could barely afford to keep the lights on. As I was being quoted in magazines inspiring others to risk it all by diving head first into entrepreneurship, I felt like I was drowning. For the first time in my life, I couldn't hide behind a big smile.

Our monthly Forum meeting was at the end of December—five days before

Christmas—and I came prepared to present. The title of my presentation was, "My Life is a Mess ... Anyone Got a Mop?" I knew I couldn't tell the story without crying, so I brought a box of Kleenex and a typed-out presentation. I couldn't even make it through the monthly updates without crying. By the time I read my presentation, I was halfway through that box of Kleenex and was into a full-on "ugly cry." More than anything, I was scared; scared that the guys in that room would see me as a weak, emotional woman; scared that crumbling would mean I wasn't strong enough to belong in this Forum; scared to face my own reality.

And then the oddest thing happened. All of those strong, tough guys sat there and listened—a little stunned, I think—and the experiences they shared helped me in a way I have a hard time expressing in words. They gave me that light at the end of my very dark tunnel. They shared how they, too, had hit rock bottom at some point along their entrepreneurial journey. I was no longer alone. I was no longer afraid to face the uphill battles in my business. It's been just a few months since that meeting, but my life is already feeling like less of a mess. Instead of a mop, I discovered that my Forum is a cleaning crew of people who will pick me up off the floor when I fall.

Krista Castellarin (pictured) is the fabulous founder and CEO of Fabulous Furballs. **Fun fact: Krista relocated to Edmonton, Canada, from Las Vegas, Nevada, USA, to open her company.** E-mail Krista at krista@fabulousfurballs.com.



DEFINING YOUR OWN FUTURE

Nicola Tyler EO South Africa - Johannesburg



I've been in business for 15 years, and operated as an independent consultant for two years prior to that. I've not known a day in nearly two decades when I've woken up and known where my next dollar would come from. You can be up one day, and down the next. It keeps me on my toes, and I wouldn't change it for the world.

Much of my work involves facilitating strategic conversations with large and medium-sized organizations; entrepreneurship frequently comes up as a theme. "We need to be more entrepreneurial!" executives exclaim. "People are not business-focused; we need more entrepreneurs in this business." I often challenge this view by saying that entrepreneurs are often not what corporations need—it's what the world needs. Real entrepreneurs leave corporations to start their own businesses. An entrepreneur constrained by business policies and processes is a bit like caging a tiger— eventually you have to let it back into the wild.

After years of listening to conversations like these, I evolved my definition of an entrepreneur as someone who defines the future, and brings the future closer to the present. My view is that the world needs more entrepreneurs, but corporations need more entrepreneurial thinking. I knew this was true when I wanted to make more decisions about the future of my employer, and I couldn't get in the position to do that— so I left. The journey ever since has been a long and trying one, but I've had a lot of time to reflect. Here are a few lessons I've learned over the years:

1. No matter what, have faith! If you're passionate about your idea, keep going—

persistence pays off in the end. Believe, move, act ... the money will follow.

2. Don't expect everyone to love an idea. Ideas, by nature, are different, and most people find that challenging. Anything different is difficult; it's human nature to resist change, so make sure your ideas have a real market.

3. Know what you're not good at, surround yourself with people who are brilliant at those things and reward them for it. Try to resist the temptation to be good at everything. Great companies and brands are built by teams.

4. The lonely climber is the only one who sees the view. Take your people with you; it's more rewarding when everyone can see what you're working toward. When you share your vision, others will be more willing to climb the mountain with you.

5. You haven't lived until you've jumped off the pier! Jump, and don't expect anyone to catch you. Being an entrepreneur is a risk, and jumping takes courage. It's just you and the universe looking for a way to connect.

Looking back, I wouldn't change learning to fly as an entrepreneur for anything in the world. That's where EO comes in— joining EO was like flying with a whole new flock of birds ... like I grew bigger wings. All in all, it's been a very uplifting experience (pardon the pun), and one that continues to shape me as an entrepreneur.

Nicola Tyler is the CEO of Business Results Group, a shareholder of Prana Products and founder of The Spin Factory. **Fun fact: In her free time, Nicola loves to go sailing, pick mussels and build some muscle, too!** E-mail Nicola at Nicola@brg.co.za.

EO PULSE

SPOUSAL FORUM TAKES FLIGHT



EO Atlanta's inaugural Spousal Forum, Altitude, recently took a Forum retreat to Idaho and Wyoming, USA. While there, the members took flights on two-man glider planes, attended a Teton Valley rodeo and visited Jackson Hole.

THE BUMPS AND BRUISES OF BUSINESS



Taking experience sharing to another level, EO Netherlands recently published *Ouch!*, a book that highlights local members' lessons learned. The book was made possible by an EO Regional Communications Grant (RCG), which the chapter applied for and won. According to co-author and Chapter President Stephan van Gelder, the goal of the book is to help EO members survive the bumps and bruises of business ownership.

"Over the years, I've seen members struggle with the same challenges. Hopefully, this book will give them tools to survive the tough times," said van Gelder. "It might even help our families, friends and employees better understand the bumpy road we face as entrepreneurs."

To learn more about EO's RCGs, contact communications@eonetwork.org. For more information about *Ouch!*, e-mail Stephan at s.vangelder@integron.nl.

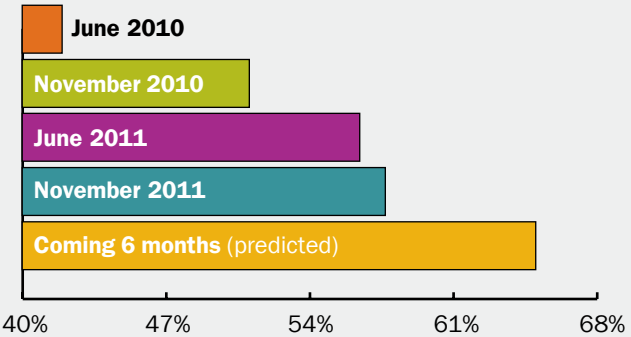
Global Entrepreneur Indicator Global Snapshot

Entrepreneurs and their businesses drive the global business landscape. 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 or scan the QR code below:



Percentage of entrepreneurs globally who increased headcount.



* New data available early July 2012.

EO OPPORTUNITIES IN Q4

APRIL

SHARE YOUR EO STORY

Imagine sharing your best practices with 8,000+ of your EO peers— you can by submitting an article for consideration in the June issue of *Octane!* If you have an amazing entrepreneurial experience you'd like to tell the EO community, now's your chance. Send us your submission for the next issue of *Octane* by 15 April. For writing tips and more information, contact Nicholas Thomas, EO's Director of Publications, at nthomas@eonetwork.org.

MAY

RENEW YOUR MEMBERSHIP

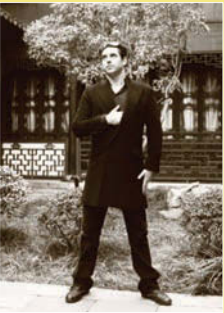
Ensure your EO journey continues! Renew your membership this month and continue to gain access to all of EO's benefits. To sign up for automatic renewal, contact renewals@eonetwork.org. All member renewals are due by 30 June.

JUNE

GLOBAL ENTREPRENEUR INDICATOR LAUNCH

EO will be launching a new installment of the Global Entrepreneur Indicator, a survey delivering global benchmarks and trends based on EO member feedback. Past indicator results have shed light on global hiring, retention and other business targets. These surveys will generate external interest in the organization and provide members with insights into the health of industries and regions worldwide.

MEMBER SPOTLIGHT



MARC DE BOOS-SMITH
EO SHANGHAI
CEO OF TIME PROPERTIES CAPITAL
JOINED EO IN JULY 2010

Why did you decide to join EO?

"EO members I have met are genuinely excited by their experiences in the organisation. For me, the international events and the opportunity to be welcomed, educated, entertained and assisted by fellow members around the world is very appealing."

What about being an entrepreneur do you love?

"Coming from an engineering background, I like the concept of creating, solving problems and contributing to society. Ultimately, though, my main incentive is controlling the reins of fate."

How will you leverage your membership this year?

"I have been to every available local event, and haven't been disappointed yet. I am making new friends from around the world, and I will be happy to continue along this path."

What is your biggest lesson learned in business so far?

"Respect your best business relationships like your family and friends, and manage your temper or pride accordingly."

What are the benefits of doing business in Shanghai?

"Shanghai is a stimulating city, with a very open-minded population. Whatever your idea, where there's a will, there's a way to make it happen."



San Francisco Member Honored for Leadership Excellence

EO San Francisco member Marie Jhin recently received a 2011 AWIB Entrepreneurial Leadership Award at the AWIB Annual Leadership Awards, held in New York City, New York, USA. AWIB is the only non-profit organization in the US with the primary mission of assisting Asian women entrepreneurs. Marie is the CEO and senior dermatologist of Premier Dermatology, and author of *Asian Beauty Secrets*.

Share your news with your EO peers by sending a detailed e-mail to octane@eonetwork.org.

Please include a 300-dpi headshot with your submission.

For more member news, visit www.eonetwork.org/press/mitn.



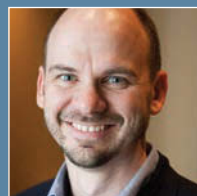
Bangalore Member's Firm Achieves High Ranking

EO Bangalore member Arjun Kalyanpur's company, Teleradiology Solutions, was recently ranked as the number one national teleradiology firm in the U.S., according to a 2011 KLAS report. They were also awarded the title of "2011 Best in KLAS vendor" for teleradiology services. KLAS is a research firm that specializes in monitoring healthcare vendors.



CEO Named Finalist in E&Y Entrepreneur of the Year Award

EO Toronto member David Farnell was recently named a finalist in the Ontario E&Y Entrepreneur of the Year Awards, in the category of "Business-to-Business Products and Services." David is the CEO of Real Food for Real Kids, Inc.



Atlanta Member Publishes Finance Book

Russell Holcombe, an EO Atlanta member and president of Holcombe Financial, Inc., recently published his first book, *You Should Only Have to Get Rich Once*, which addresses how to avoid toxic financial advice and focus on what really matters.



Beijing Member Featured in Technode

Casper Johansen, an EO Beijing member and CFO and COO of Seravia, was recently featured on Technode.com, where he highlighted some of the benefits of EO membership. He also touched on what makes entrepreneurs successful—tenacity, realism, leadership and being a team player.



Internet Marketing Expert Interviewed on Radio

EO Houston member Cliff Kurtzman, an Internet marketing guru, recently appeared on The BusinessMakers radio show to discuss his online marketplace, MyCityRocks.com. MyCityRocks.com helps people celebrate city pride, give back to their community and connect with like-minded individuals.



Cleveland Member Serves as Featured Speaker

EO Cleveland member Stephen McHale, chairman and CEO of Explorys, Inc., was the featured speaker at an Ohio Venture Association luncheon on 13 January at The Union Club. Stephen is recognized for his focus in data mining and business intelligence-related ventures.

GLOBAL LEARNING CALENDAR

MAY 2012



10-12 | GLOBAL LEADERSHIP CONFERENCE

Vancouver, British Columbia, Canada



23-27 | ENTREPRENEURIAL MASTERS PROGRAM

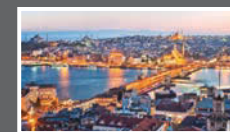
EMP Class of 2014, Year 1
Dedham, Massachusetts, USA



24-26 | GLOBAL LEADERSHIP CONFERENCE

Manama, Bahrain

SEPTEMBER 2012



19-23 | EO ISTANBUL UNIVERSITY

Istanbul, Turkey

OCTOBER 2012



25-28 | EMP 20TH ANNIVERSARY CELEBRATION

Boston, Massachusetts, USA

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

LOOKING FOR MULTI-CHAPTER EO EVENTS?

Visit <http://events.eonetwork.org/blog/category/multi-chapter>.

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Registration opens 14 March at 12 p.m. GMT
(2 p.m. local Istanbul time)

> MARK YOUR CALENDARS

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**Entrepreneurs'
Organization**

*fueling the
entrepreneurial engine*

OUR MISSION

To engage leading entrepreneurs
to learn and grow.



“My Forum and chapter experience is only one small part of what I get out of EO. There is so much more to this organization if you just learn what’s available.”

– Ben Baldwin, EO Toronto

**Are you living your
EO membership
to the fullest?**

Every day, members around the world are making connections to solve problems, finding resources to grow their business and saving money through EO partners.

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membership@eonetnetwork.org today!**



EO THRIVE