FEATURE STORY
Living the Dream
Around the World

WHAT POWERS YOUR DREAM?

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The Entrepreneurs' Organization Magazine
**MAKE A MARK**

We’re not afraid to challenge convention. We are in control of our destiny, and with that comes a great responsibility.

To build value. To make a difference. To leave a legacy. We’re willing to put in the effort to transform any experience into a positive one for all.

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**FEATURE STORY**

**Living the Dream Around the World**

All around the globe, EO members are “Living the Dream.” But what does that mean to members in different regions of the world?

**Dream It, Know It, Do It.**

GINA HOAGLAND AND MARK LINCOLN, EO ST. LOUIS

“What strategy is driving you to your dream? If you don’t have one, perhaps this is the time for you to map it out.”

**Dreaming the Future**

DAVID RYAN, EO OTTAWA

“One day, even as I was pursuing one dream as an entrepreneur, another dream grabbed me—one that I began to pursue doggedly.”

**Living the Nightmare**

DAMON GERSH, EO NEW YORK

“I have been told the Chinese symbol for crisis is comprised of the symbol for danger and the symbol for opportunity.”

**The Power of Passion**

ADAM GLICKMAN, EO LOS ANGELES

“What unites us is many times stronger than what could possibly divide us. When our visions are aligned, there is nothing that we can’t do.”

**A Dream Transformed**

HAZEL JACKSON, EO U.A.E

“My dreams changed, and I announced that I was no longer going to be a famous actress, but a famous business woman.”

**Don’t Be Gross, Be Net**

ANDREW FULD, EO DALLAS

“My 10-year-old son, Jacob, has the bug. I think I gave it to him inadvertently (probably, no, definitely on purpose).”

**Don’t Be Gross, Be Net**

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“My 10-year-old son, Jacob, has the bug. I think I gave it to him inadvertently (probably, no, definitely on purpose).”

**Feed the Biz**

JAMES STEVENS, EO SYDNEY

“I don’t know about you, but I have been a living, breathing, human sacrifice, but the biz was hungry, and I had to keep it fed.”

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**IN THIS ISSUE**

**CONNECTIONS TO EXPERTS**

**ONCE-IN-A-LIFETIME EXPERIENCES**

**PEER-TO-PEER LEARNING**

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Send newsletter articles and information to octane@eonetwork.org. Unsolicited manuscripts and artwork will not be returned.

Deadline for next issue: 14 May
We reserve the right to edit articles for length.

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**EVENTS CALENDAR**

**FAMILY CONFERENCE**

26-29 June 2007

www.eonetwork.org/sites/programs/family2007

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**LETTER FROM THE BOARD**

**d e a m ...**

A series of images of unusual vividness, clarity, order and significance, sometimes seen in a dream

A succession of images, thought or emotions passing through the mind

Something of an unreal beauty, charm or excellence

We all have them, some more vivid than others. It’s what drives us to get out of bed each morning, sometimes before dawn, to face another day of challenges and demands that only serve to get in the way of the dreams we had the day before. And each day we dream, we get stronger and stronger and closer to achieving these dreams.

It’s interesting how you can go to any EO event, anywhere in the world, and hear members across the planet speak of their dreams with passion, enthusiasm and commitment as they look to fulfill them and make their mark. It’s what brings us together.

In this edition of Octane, you’ll hear from some of our members how they dreamed, learned, worked, engaged, overcame and succeeded to achieve the ultimate prize—fulfillment. And you’ll discover, much as we did when we began to collect articles for this issue, that Living the Dream means something different to everyone. There is no one way to define it, yet the presence of a dream…

**Dream on!**

Darton Case
EO Chairman

Troy Hazard
EO President

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**EO UPDATE**

- **ENTREPRENEURSHIPEWEEK USA** Thanks to all of our members and chapter leaders who participated in the celebration of entrepreneurship during Entrepreneurship Week USA. From learnrounds to speaking engagements at local schools, EO members used their position to help drive entrepreneurship and recognition of it during this important week.

- **LATIN AMERICAN/CARIBBEAN CONFERENCE IN COLOMBIA** Thank you to the EO LAC Colombia Committee for helping to organize one of the best attended Global events in the region’s history. LAC member leaders and staff are dedicated to supporting one another and bringing the benefits of EO membership to their peers in the region.

- **GLOBAL LEADERSHIP CONFERENCES** Heard about the Global Leadership Conferences? Wondering if you can attend? If you aren’t yet a part of your local leadership, contact membership@eonetwork.org or a member of your local board to find out how.

- **ACCELERATOR PROGRAM** The EO Accelerator program recently launched in five new cities. Congratulations to EO Boston, EO Dallas, EO Los Angeles, EO New York and EO St. Louis for launching these emerging programs. To find out more about bringing Accelerator to your chapter, contact Eric Machinon at emachinon@eonetwork.org.

- **IT’S ALMOST TIME TO RENEW** Renewal season is almost here. Be on the lookout for your renewal notice from EO Global coming soon. Don’t let a lapse in your membership impact your access to Forum, chapter events or connecting with your peers from around the globe. Contact membership@eonetwork.org to find out about AutoRenew so we can do the work for you moving forward.

- **GET INVOLVED IN THE 20TH ANNIVERSARY!** With EO’s 20th Anniversary Celebration and the Global Leadership Conference rapidly approaching, it’s time for you to get involved! Email us at communications@eonetwork.org with your chapter photos, videos and other miscellaneous memorabilia for possible publication. For more information on what you and your chapter can do, contact communications@eonetwork.org.

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**DREAM IT. KNOW IT. DO IT.**

**MARK LINCOLN**
EO ST. LOUIS

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**CLAIRIFY THE DREAM**

After our organization reached 5,000 members and grew the WEO brand, member leaders sat down to plan a new course. The result was a “branding architecture” that leads off with a vision for EO to be the world’s most influential community of entrepreneurs and a mission to engage leading entrepreneurs to learn and grow. This language does a great job of defining what EO is and what we want to be...it is a great “dream.”

But, as we began to implement this new brand, we found a challenge within the language. The challenge centered on a single word: “influential.” People interpreted it in different ways, leading to conflict. Some thought “influential” meant to influence those outside the organization, such as prospective entrepreneurs, political leaders, funding sources, the general public. Others thought “influential” meant to influence our own members as the most significant learning community in which our members participated. This lack of clarity made it difficult for the member leaders of the organization to align.

Fortunately, in contrast, our mission is extremely clear. Every time a member, EO Global staff person or journalist says that EO is engaging leading entrepreneurs to learn and grow, it reiterates that EO brings people together to deal with that task in a positive way. So long as we stay true to this mission, and use it to drive our offerings and strategic focus, we are on the right path.

From this brand, we learned that a dream is only powerful if it is clear. Especially in a volunteer-led organization that operates in a decentralized global model, clarity of vision and mission is essential to success. So we decided to map the steps to achieve this clarity.

EO has begun a strategic planning process to chart a path from our 20th anniversary in 2007/2008 to our 25th anniversary. As part of this process, we looked at the work done during the past few years on the development of the EO brand and structure. We affirmed that this is the EO of our dreams. We also clarified that we will not be influential externally unless we are first the most influential internally, so that has become our primary goal.

Our planning is now focused on how to live that dream—the specific steps EO needs to take to ensure that we are engaging leading entrepreneurs to learn and grow while establishing ourselves as the world’s most influential community of entrepreneurs.

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**GINA HOAGLAND**
ED ST. LOUIS

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**IMPLEMENT THE DREAM**

For 13 years, I have worked with entrepreneurs to help them understand their current states, frame strategic choices and mobilize action. One common thread running through all of these business owners was the existence of a dream. Another was the challenge of creating an effective strategy to help them realize that dream. Long story short, a dream is only a dream unless we have a plan.

This is true of every business—yours, yours, even EO. We need specific direction, a reason behind each decision, to help us map our way to the fulfillment of our dreams. With this in mind, the EO Global Board of Directors recently met to plan the strategy of the organization through 2011. Once this plan is in place—in the next few months—there will be no doubt as to where the organization is going and how we will arrive there.

What strategy is driving you to your dream? If you don’t have one, perhaps this is the time for you to map it out. Perhaps you already have a map and want to consider a review, simply to ensure you are still on the right path. Either way, keep in mind that dreams are the fires that ignite our passions and plans are the octane that fuel them.

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Gina Hoagland of EO St. Louis is Co-Founder and President of Collaborative Strategies, Inc., a management consulting and strategic planning company based in St. Louis, Missouri, USA. Gina is currently President of EO St. Louis and has served in the past as the chapter’s Education Chair and Membership Chair.

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Mark Lincoln, a 13-year member of EO St. Louis, is currently acting as the volunteer Managing Director of the Entrepreneurs’ Organization (EO), Lincoln, who previously served as the WEO President, is President of St. Louis-based real estate and corporate investment firm Thaisstegra Corp.
At age 31, I have just sold my nine-year-old insurance business to live my dream.

As entrepreneurs, we extrapolate, create and execute.

During my EO tenure, I conceived the idea of an electronic time capsule to preserve the dreams of others—people from all walks of life who would want to leave a message for the future. It started as I was writing a journal for my newborn daughter. I wanted to create a journal so that she could translate my passion into something that is meaningful to her life.

I had to find another way of preserving my thoughts, events and emotions and sharing them only at a time when I wanted them to be viewed, but no immediate solution presented itself. I thought a time capsule might be a good way to go, but I didn’t want to worry with the mess of digging and burying and all that. As I pondered ways to accomplish my goals, I realized that, with today’s technology, the answer was quite simple: I would create an electronic time capsule.

It took me two years. During that time, I realized that others might desire an electronic time capsule of their own, for something similar or for something that had not yet occurred to me. I decided to offer this service to the world, to families everywhere. From there, it was all begun.

During the ensuing weeks and months, we amassed an army of more than 1,600 workers who cleaned and restored more than 50 office buildings, 3,000 apartments and hundreds of businesses around Ground Zero to help New Yorkers make the first steps toward recovery. We were recognized by many media outlets, including a five-minute international report on CNN featuring MAXONS and our key role in the recovery process.

Looking back at those times, it seems like every action taken in the years leading up to that day were to prepare me and my company to rise to the occasion and seize a unique opportunity to do good and to do it well. Our success during that time can be attributed to the quality and the quantity of our relationships—with our employees, our vendors, our suppliers, our clients and the media. It’s clear to me now that success is never achieved alone.

As a function of this dream, I learned that I would need to change my role in my company and go from having total control of every decision to becoming the person whose role was to develop leaders. This new direction and self-definition allowed me to free myself from the day-to-day operations of my company and develop leaders who were able to assume huge areas of responsibility when 9/11 occurred.

In hindsight, if I had stayed in the “hub and spoke” model of leadership, where every decision had to go through me, the sheer volume of information and decisions that were required to manage the complexity of a massive response would have driven me insane and surely damaged our company’s reputation. Also, as a result of my key staff handling the operational aspects of our response, I was able to focus on more far-ranging opportunities, such as dealing with the media and seizing the opportunity to have our company featured on CNN.

I started MAXONS when I was 21 with my father, Max, who was then 81. As any son, I wanted to impress my father, especially in our shared arena of business. Though he retired from the business in 1994, he always remained interested in our accomplishments and the continued growth of the company. As a result of our efforts following 9/11, we were recognized with many business awards, most notably the 2002 Ernst & Young Entrepreneur of the Year Award in New York City. During my acceptance speech, I dedicated the award to my amazing team as well as to my father (then 94) for the example of his resilient spirit.

My father passed away later that year, and that moment we shared was the highlight of our business relationship and of my career (so far). We couldn’t have been more proud that evening, and I couldn’t have given him a greater gift. It was the culmination of every effort put into the business and indeed a dream come true.

As entrepreneurs, we extrapolate, create and execute.
We are passionate about the companies we build and the families we love. We tend to approach most of the important stuff in life with unbridled vim and vigor. We instinctively focus on the bright side of things, seeing every problem as a solution waiting to happen. We all know that despite our common bonds, however, one EOer’s dream is not always another’s bowl of Rocky Road ice cream.

Armed with these insights, early last year I approached my chapter, EO Los Angeles, with the idea of producing a charity event to benefit children affected by AIDS. Like many, I have known someone who has died of AIDS; however, the issue is close to me for two additional reasons. One, I have been selling condoms and related safer sex products through my company, Condomania, for more than 16 years with the goals of making safer sex more accessible, affordable and enjoyable. Two, my wife has been a long-time volunteer and board member of The Children Affected by AIDS Foundation (CAAF).

Fortunately, as President-Elect, I had a little extra influence within the chapter, which enabled me to make a strong pitch for the charity event concept. To be truly persuasive, I knew that my pitch had to address the aforementioned concerns.

Working with the chapter board, it was agreed that, while EO could support a charity event in many ways, it was not appropriate to use our budget to pay for the event or to make a donation. Rather, we would use other chapter resources, such as the time and effort of our members, to plan the event and drive attendance. In addition, the chapter would front all the money needed for deposits and advance costs.

Knowing that we had to appeal to passions beyond those concerning HIV/AIDS to attract a large crowd and generate funds, we built the event around an art auction concept. In true EO fashion, we thought big, collecting donated pieces of art from more than 50 Los Angeles-based artists, soliciting cash and in-kind sponsors and throwing one hell of a party in an extraordinary venue.

On 11 May 2006, the Los Angeles Chapter of EO presented City of Angels, City of Art, a Benefit for the Children Affected by AIDS Foundation. The event, held at a funky “superloft” space in downtown Los Angeles, was attended by more than 200 people and raised approximately US$45,000 through ticket sales, the sale of donated works of art and a silent auction. The evening concluded with a brief “Conversation on Collecting Contemporary Art” with noted art experts, as well as a live auction of selected works, hosted by Bonhams & Butterfields.

One highlight of the event was the sale, via live and silent auction, of 12 pieces of children’s artwork, selected from dozens of entries in a national contest open to children served by agencies that receive funding from CAAF. The winning entry, Seraphic Sunrise, by Ashley, age 12, was featured as the cover art on the event invitation and sold at the live auction for US$400.

Yes, we are entrepreneurs; we are passionate about the companies we build and the families we love. We tend to approach most of the important stuff in life with unbridled vim and vigor. We instinctively focus on the bright side of things, seeing every problem as a solution waiting to happen. We all know that despite our common bonds, however, one EOer’s dream is not always another’s bowl of Rocky Road ice cream.

My desire to take center stage and communicate was first witnessed at the tender age of 5. Armed with a blackboard and freshly learned skills at nursery, I took it upon myself to spread my knowledge with some of the less fortunate children in Lusaka, Zambia. My parents had told me that I was very lucky to go to school, as some families needed to select which of their children could attend school due to restrictions. I thought it was unfair that they could not go, and I was soon found “holding court” surrounded by a quiet circle of kids of varying ages.

Later, this confidence was translated into school plays, as I developed my dream to be a famous actress. I run out of excuses for the London agency to keep flying me back to Dubai, so I made a life changing decision: I resigned, wished farewell to my friends and family and headed back out to Dubai to live my dream, all in the space of two weeks. I was afraid if I hung around too long people would SNOOP me (it means becoming Susceptible to the Negative Influences of Other People), especially as they kept reminding me I had no money, no business idea or plan and nowhere to live!

In order to live the dream, I needed to start it, but I still didn’t know what I was going to do. My business was shaped by a challenge I received from a prominent businessman in Dubai who owned the daily English newspaper. I confidently announced I could significantly improve his classifieds team and their sales results. He accepted and I delivered my first training program. I’d come around full circle – “holding court” with a team of brilliant ladies eager to learn the art of telephone sales.

The results were hugely successful (despite the atrocious spelling in my first training manual!), so my business was born: delivering motivational and sales training to corporate clients. Over the last 15 years, it has grown from one naive but enthusiastic person to a brilliant team of over 35 professionals with offices in Dubai and Bahrain, an impressive list of blue chip clients and a range of consulting and training services.

I live my dream every day, owning my business, growing people and chipping away at becoming famous!

I look forward to meeting you at the EO Tokyo University and Global Leadership Conference (GLC) in Dubai next year. If you know who I am, I’m on my way to making my dream of fame a reality!
MY SON SAYS, “DON’T BE GROSS: BE NET”  
ANDREW FULD  
EO DALLAS

I think I gave it to him inadvertently (probably... no, definitely on purpose). He has, in the past three years, made necklaces from old chandelier glass and sold them door to door and bundled rosemary from our front yard and sold it door to door. His latest business: selling soda from his backpack at school, which he even sells to the teachers.

With each new venture, we add a little to the process. With the necklaces, he was thrilled to get the revenue; with the rosemary, he incurred a little labor with the help of his first employee; and now with the soda, he has taken on inventory with an associated cost and cash flow ramifications.

Early on in the process, Jacob would take orders for the following day and then have me take him to the store to fill them. Though he was selling almost US$5 per day in soda, it was costing him almost US$6. At first, he was perplexed and then became a little annoyed. He wanted to know how this was happening. I thought it was time to start a P/L with him so he could see exactly what his efforts were generating.

So, we set up the P/L and listed the various brands (like transportation to the store—$US1 each way. I could see exactly what his efforts were generating. But he also soon realized that he was spending way too much per unit by buying products as needed and could save a significant amount by buying in bulk (12 popsicles).)

He was also thrilled to get the revenue; with the rosemary, he incurred a little labor with the help of his first employee; and now with the soda, he has taken on inventory with an associated cost and cash flow ramifications.

Midway through the semester, my professor attempted to describe Karl Marx’s theory of “Surplus Value in Labor.” The next 30 minutes was the shortest (and only) business class of my life.

The professor drew a table on the chalk board and said, “Imagine if a person wanted to get this table painted.” He then drew a stick figure, named it “Proletariat Painter” and said, “Now along comes this Capitalist who offers to paint the table for $100.” Next, he drew another stick figure, named it “Proletariat Painter” and said, “The Capitalist then offers the Proletariat Painter $60 to paint the table.”

From this cast of characters, my professor moved on, drawing a store and naming it “Paint Store.” “The Proletariat Painter would never have received the $60” came along in the first place?”

“Capitalist!” and said, “Now along comes this Capitalist who offers to paint the table for $100.” Next, he drew another stick figure, named it “Proletariat Painter” and said, “The Capitalist then offers the Proletariat Painter $60 to paint the table.”

I have no training as an entrepreneur. (Can we really train for that?) My story, or “training,” is a bit of a comedy, as are most twists and turns in my life.

I graduated from the University of Victoria (UVic) in British Columbia, Canada, with a major in Political Science and a minor in Philosophy. I was going to go to law school until I actually cracked open my first legal text book. Unfortunately, I waited until my third year to check out the legal books, so when I finally realized I could not possibly read them, I found myself closing in on the end of my college life with a sudden lack of a path.

Enter Political Science 430: Russian Political History.

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Enter Political Science 430: Russian Political History.
There is a raw, unrefined energy in Johannesburg and in South Africa in general. You almost feel like a pioneer in your own way. I am blessed to be in a position to be living out my dreams. Sure, there are disadvantages to living in a developing economy like South Africa, such us government service levels, crime, etc., but I always feel lucky to be here at this time in this country's history. There is so much change going on, and you could take a negative view on some things, but I am an optimist. And in this South Africa, being an optimist and working hard generally bring good luck and good fortune. I love this country, and as an entrepreneur, it's an awesome place to be. We are watching our individual dreams and the dream of a new South Africa become reality.

Being Asian, we see that after having protected ourselves with walls, real and metaphorical, we are now working to break barriers. The world is looking at the nice in our people and the spice in our opportunities where they saw problems earlier. We are stretching our minds with new ideas so we will not just be seen in our original dimensions. Entrepreneurship here is not just about climbing a mountain or sailing a sea: It is about walking a tightrope between these challenges while living a dream. Everything is happening fast, but we are reminded that its fury shouldn’t overtake us. We are not just working to be the best in the world but also the best for the world. It takes us past being good professionally and into our personal lives. We are finding the balance between what we do and who we are. All this we are doing with the Asian grace and humility.

Entrepreneurship here is becoming much better respected. It used to be a bit dodgy, but it seems increasingly popular. There are a lot of entrepreneur TV shows now, and a lot more entrepreneurs becoming household names and role models. Enterprise education is now given to every student in high school, so hopefully that trend will only grow over time. A lot of people are looking beyond the corporate world, and the freedom of being an entrepreneur is seen as the way forward. What the support of entrepreneurship provides those in Europe is the ability to be successful. To me, the dream is loving what you do. You’re successful and you are working, but because you love it so much, it doesn’t feel like work. And I think for a lot of people, it also has something to do with the fact that you’re making a difference in some way. That’s the dream.

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In Latin America, living the dream is not always about building a business. An enterprise here is something that you build in the world so that you can become a social leader or whatever your vision is through your business. I think Latinos are highly value based. Whatever we do in business should come together with family and friends. That’s what makes it beautiful to own a business here. The people with whom you do business become your family, and your family is usually supportive of your dream. So everyone — your friends, your family, your business partners, your clients — is working together to help you build your dream.”

Entrepreneurship is “the” dream for North Americans. We are taught from the time we are young that owning your own business means being your own boss. Everybody in North America wants to own a business, because when you are your own boss you are your own person; It’s just that some people are cut out for it and some aren’t. That’s probably why we have so many entrepreneurs throughout Canada and the United States. Not only are we always encouraged to step out on our own and make our own path, but we also have nearly endless resources at our disposal to make it a reality. For those of us who take that step and make the effort, we are living the dream for ourselves, for our families and for our society as a whole.
James Stevens of EO Sydney is Founder and Director of Roses Only, a floral service to the hotel and hospitality industry. “TO OPEN AN EDUCATION CENTER TO HELP UNDERPRIVILEGED PEOPLE JUST GETTING STARTED IN BUSINESS.”

María Angélica Plazas Romero, EO Colombia

REGARDLESS OF THEIR SOCIO-ECONOMIC SITUATION. “TO CREATE A FINANCIAL EMPIRE IN MY INDUSTRY AND GIVE BACK TO THE WORK WAS MENTALLY AND PHYSICALLY STRAINING, BUT THE BIZ WAS HUNGRY, AND I HAD TO KEEP IT FED.”

James Stevens of EO Sydney is Founding Chair of the Australian Entrepreneurship Foundation and a founding board member of the Australian Social Entrepreneurship Foundation. He has been a member of EO for nearly eight years.

That’s only since joining EO.

Unlike most Aussies, drinks and more drinks on Friday nights were out of the question. I was exhausted after a 16-hour day. And, even if I had enough energy on Friday night, I always knew that I’d have to be up again on Saturday morning, so the thought of letting go was a non-event.

On Saturdays, I would perpetually get home from work at 7:30pm, shower and crash. The funny thing was that I would roll over at midnight and look at my clock in a panic, thinking, “Oh no, I have missed out on [some outing that was organized by friends].” I’d get dressed and get going in the hope that it was still on.

Over time, as I became more in touch with myself and closer to achieving my dreams, I realized that it was all me: It was my hunger, my passion that drove the biz to consume more and more, because it was my dream. And, as I strove to live my dream, I became the sacrifice, along with my family and friends.

Was it worth it? Yes, it was. It was the only way I gained experience in business and life. And it was the only way that I found this amazing group of peers whom I trust and respect implicitly. Without my dream, I would not have my business. Without my business, I would not have EO. And without EO, I might still be working six days a week. EO showed me how to nurture the biz rather than sacrificing myself to it, and that is truly a lifesaver.

I can’t help but feel that my marriage might have been healthier if I had more time at home, and I know that I have missed some significant milestones in my little boy’s life. Fortunately, I have been around a lot since he started school and have definitely seen a lot more of my daughter, who is four years younger.

BUILDING ON A DREAM, STAGE BY STAGE

The dreams you had for yourself and your business have likely changed over the years. As you grow in your business, your focus changes, allowing you to continue working toward success—whatever that means to you.

These stages of business serve as a unifying factor throughout EO. While all of us understand the pursuit of a dream, those of us within a specific stage can relate based on the dreams and goals that function within that stage.

At the EO European Conference in Lisbon, 26-29 October 2006, members were able to explore the three entrepreneurial stages with peers. Read on to discover what the three workshop speakers from Lisbon had to say about Living the Dream at Stage One, Stage Two and Stage Three.

STAGE ONE — CRAG GOLDBLATT

There is a dynamic built within all of us that says that we have to be industrious. It is not the goals that we set that drive us, but the reasons we want to achieve the goals that drive us! We need to understand why we want the Ferrari, why we want the praise, why we want the house by the ocean.

All any of us want in our lives is a feeling. Feelings make us buy, sell, laugh, cry, fail, start again and succeed. If we understand our purpose and why we are doing what we are doing, then we can live the dream. That begins in Stage One.

Our purpose and our reasons are what make us succeed, and people succeed for their own reasons, not for those of others. We need to set our own goals, and so do our teams. They will succeed for their own reasons, so help them to find out what they want but, more importantly, why they want it. Only by knowing our purpose can we ever reach the next stage in business and true fulfillment.

STAGE TWO — REG ATHWAL

Once we have clarified the dream, we can begin to live it. And to make our dream a reality, we need a winning dream team. Entrepreneur has ever been successful alone. Success is a byproduct of having a superior team of people who agree on the dream and have the collective energy and talent to turn it into reality.

To live the dream in Stage Two, we need to express the dream, to voice it to as many people as possible. World-class companies attract talent consistently as a result of being visible in the marketplace through articles, speaking engagements and charity events. Only by becoming visible can we attract top talent and find someone who says, “I would love to work for you because your dream is inspiring, I believe in you.”

The ultimate prize for any entrepreneur is to see their idea in motion, and that’s only possible with a winning team. But once that motion begins, we inevitably set our sights on the next prize and are off again to live a new dream.

STAGE THREE — RICH RUSKAFF

This is the “transforming” stage. Specifically, this means determining whether you want to build a company that can stand the test of time or sell your profitable company so that you can move on into the sunset. To do this effectively, you need to recognize the challenges you face and work through them.

Ideally this means reaching a point where the company can run on a day-to-day basis without the CEO; everyone in the company is aligned with the CEO’s vision; effective, user-friendly systems are in place; the company is focused outwardly toward clients and changes in the marketplace; the right management team is in place; the company has revenue and financing in place to meet its day-to-day cash flow needs; the company is poised for future and sustainable growth; and the CEO plays to his or her strengths and focuses on the business, not in the business.

Those companies that can emerge from Stage Three and master the above are in a rare air. The ultimate dream has been created, built to last or strategically built to sell.

Register to attend the EO Berlin University, 8-12 August 2007, and take home transformational knowledge that you can put to work in your company immediately. Visit www.eonetwork.org/universities/berlin for details.
MY AFRICAN DREAM

It’s a hot summer day in 1985. My brothers and I are loitering near our BMXs around the upscale neighborhood of suburban Johannesburg in apartheid’s South Africa. Our live-in gardener, Wilson, is relaxing on the immaculately manicured lawn in front of our house with three of his friends, also migrant workers who live in the servant’s quarters of the neighboring homes.

Suddenly, a police van, painted in the signature bright yellow of the South African Police, pulls up to the curb. Two young police officers emerge from the van and begin to question the African men. My brothers and I watch the interaction with a distant curiosity. “Why are they hassling our garden boy?” I ask my older brother Greg.

“Waar is jou pass Kaaffir?” the men demand in the colonial Dutch dialect called Afskraans. They are requesting that the Africans produce their government issued identification that grants them the dubious distinction to be gainfully employed in an area designated as “white” and, moreover, “residential.”

My brothers and I watch with a helpless intrigue as the four grown Native African men try to justify what gives them the cheeky audacity to be relaxing on a lawn in F.W. Botha’s South Africa — that one of them mowed that morning. — to policemen who are half their age.

I had always been aware of apartheid, though never this explicitly. Like the silent hum of an air conditioner, apartheid had been one of those things the grownups talked about during tea and dinner parties, often causing the friendly conversation to become heated. It was why this was the south of the world that people are half their age.

I grew up in a sheltered, segregated environment. Despite my liberal, white family’s best wishes, I always knew that the servants’ kids were played soccer with in the garden, but those friendships ended on the kitchen back door-step. Never would we have hung out socially or attended the same schools.

The apartheid system was supposed to be “separate but equal.” It was adopted in 1948 and based ideologically on the divisive laws of Jim Crow in the Southern states of the United States. Its justification was that if the “greatest” free nation in the world could segregate their citizens, why couldn’t South Africa — especially if we needed to keep the communists out and maintain a stable global gold price?

At the age of 13, my perception of the world changed significantly when my dad announced that we were moving across the world to a place called Chicago. Suddenly, I lived in a truly multi-racial, pluralistic, free society — the kind I had only seen on American TV shows like “Diff’rent Strokes,” “The A-Team” and the “Cosby Show” that filtered through the South Africa Broadcast Company’s censors. I remember how cool it was to make an African-American friend, someone who was a well-educated peer from a family just like mine. Most importantly, I met a kid just like me who was as much interested in me as I was him.

After my family lived in the United States for two years — in February 1991 — F.W. de Klerk, the newly elected President of South Africa, announced that the government of South Africa would begin dismantling the apartheid regime. They would unban the African National Congress (ANC) and take steps to release all political prisoners, including Nelson Mandela.

I, along with the rest of white South Africa, held our collective breath while, after 27 long, arduous years in prison, Nelson R. Mandela emerged as a statesman, not a terrorist. He called for mutual forgiveness and reconciliation of all South Africans and the formation of a new “Rainbow Nation.”

Today, the Republic of South Africa is the incarnation of a dream of men and women of many races who bravely stood up to tyranny and oppression in its crudest forms. The future of South Africa is bright in spite of its many challenges: crime, AIDS, unemployment and housing.

In the South Africa of the new millennium, most people subscribe to the powerful concept of “Ubuntu,” the African maxim that states, “What I do to my neighbor, I do to myself.” I often marvel at the new South Africa and think to myself how grossly different the country is today in spite of the best pessimists’ wary predictions. I can only assign due credit to the sheer willingness of the people of South Africa to follow the model of their first truly democratically elected leader, Nelson Mandela, and his ability to inspire and bring out the best in ordinary South Africans. They are a testament to the power of a dream.

It is because of this marvelous and peaceful evolution that I am able to live the dream of hosting the EO South African Expedition. The first expedition, in July 2006, was one of the most positive and uplifting experiences of my life. I saw my own country as I had never seen it before. We met politicians and political prisoners, encountered wildlife from Africa’s big five to great white sharks, and were inspired by the optimistic innocence of those children orphaned by the HIV/AIDS pandemic.

As Chair, I got to make the emotional closing comments to the academy, in a dried-out riverbed in the middle of the African bush. With our bellies full of the finest South African gourmet food and wine, and after we all participated in a djembe drum circle that filled our hearts with the ancient mystical power that is the African continent. I was fortunate enough to say these words and actually mean them: “This is what is must look like when your dreams come true.”

“I saw the Berlin Wall fall, and I saw Mandela walk free.
And I saw a dream whose time had come, change my history.
So keep on dreamin’ dream on, dream on.
(dream on dream on dreamers)
In the best of times and in the worst of times,
Gotta keep looking at the skyline not at the hole in the road.
Your time will come sister, Your time will come.
Nobody gonna rush history – we gotta ease it along... just ease it along.”

JOHNNY CLEGG
SOUTH AFRICAN POET AND LEGENDARY ROCK STAR

RICH LEVY
EO CHICAGO

Rich Levy, a member of EO Chicago, is the founding President and CEO of Salad Spinners Corp. He is currently the Mentor Program Champion of his chapter and has served in the past as Chapter President and Education Chair. Rich is also Chair of the EO South African Expedition.
Here are the opportunities for EO Global learning.

For more information, contact events@eonetwork.org.
CLARITY OF PURPOSE

KEVIN LANGLEY
EO NEW ORLEANS

When I re-entered New Orleans in a boat and stood on the roof of my flooded, hurricane-ravaged house, I realized it was a tipping point in my life.

It was surreal to witness the disaster and tragedy from Hurricane Katrina in the city that I love. A television clip just doesn’t capture it. From my flooded house in Lakeview, near the 17th Street Canal breach, you could drive for two hours without ever leaving this flooded, lifeless zone—an urban devastation seven times the size of Manhattan. All of my neighbors and most of my employees lost their homes and everything in them. Several of our neighbors and friends, along with 1,836 other people, died from the hurricane force winds and flooding alone.

My new office flooded. Twice we moved our temporary office and worked on folding tables until we were able to rebuild. Six months after the storm, we moved back into our office. We had no phone lines or electricity for months, while 15 employees were forced to live in trailers in our parking lot.

Though the rebuilding of New Orleans is slow and painful, like so many other entrepreneurs, I refuse to be a victim. Somehow, what might have been a crippling blow to our morale and ability to function actually brought out the best. It showed us, without question, that our future success is ultimately a result of our mindset and attitude. Katrina didn’t cause the problems, it simply revealed them.

In an address to the nation, standing in Jackson Square two weeks after Hurricane Katrina, President Bush said, “It is entrepreneurship that creates jobs and opportunity. It is entrepreneurship that helps break the cycle of poverty. And we will take the side of entrepreneurs as they lead the economic revival of the Gulf region.”

What do entrepreneurs do? Some have dreams and pursue them for personal success, but it doesn’t end there. Entrepreneurs create new jobs and innovations that fuel the world’s economy. We have the power not only to revive our region of the world but to revie economies and communities around the globe. Even before the floodwaters subsided, the members of EO New Orleans were picking up the pieces of their lives, the lives of their employees and their communities. They did not wait for the bureaucracy to begin rebuilding their lives. They adapted, innovated and moved quickly to begin the rebuilding.

My fellow EO New Orleans member Marshal Klein, who has since passed away, shared with us all a profound realization he had before his death. In the months before he died, he expressed that he had found clarity of purpose: He discovered that true fulfillment only comes with life balance and the selfless sharing of knowledge with other entrepreneurs as they strive to realize their dreams. He challenged that we all find our own purpose, with clarity, and pursue it wholeheartedly.

After Katrina, despite the suffering and difficulties around me, I found this clarity, along with many others in my chapter. We saw the power our dreams — though we had pursued them individually — had on a great number of people. We realized that every community, if it is filled with highly skilled entrepreneurs, can transform the economy of the region. We felt fully the vision of EO — to build the world’s most influential community of entrepreneurs — and the importance of that vision beyond the organization. We made it our goal to empower small businesses to overcome the grave challenges threatening their survival and prosper.

It might seem that we had little to give in the months following Katrina, but the truth is that we still had what mattered: time and talent. Though money matters, it is knowledge that truly transforms lives. So we decided to share our hard-earned knowledge and expertise with entrepreneurs at every stage of development by participating in the EO Accelerator Program.

On Thursday, 2 November 2006, a little more than a year after the storm, our chapter held the largest event in our history to launch the EO Accelerator Program. It was truly a moving, rewarding and exciting experience to see so many members from our chapter step up, embrace the program and get involved. Even better, it was a home run with the participants.

I’m not going to go into details about the program, because it’s one of those things I’m so passionate about that I could fill a library. But I will tell you that it’s essentially about mentoring, in its simplest form, a connection between individuals, one entrepreneur learning from other entrepreneurs. Though it’s just getting started, I see myself in the participants.

When they show up, eager to learn and know and grow, I can’t help but be moved, knowing that we, as people and as entrepreneurs, are really fighting for the same thing.

Sometimes, when we are in a comfort zone, we miss the big picture. This disaster forced me to focus on what’s most important: family, friends, giving back, a sense of community. And I realized that one of the greatest things about giving back to other entrepreneurs is that it really is a win-win situation. We may be giving our time and talent, asking for nothing in return, but chances are, like it or not, we are going to receive much more benefit in unexpected ways as a result of our charitable actions.

We all have an end. We can’t live forever. But when you find clarity of purpose, you can give it life and it will continue long after you are gone. The dream never has to end.  

“MY DREAM”

“DECREASED TAXES.”
Trevor Furr, EO Cincinnati

“TO TAKE A SABBATICAL YEAR, WITH THE BUSINESS GOING WELL!”
Jorge Rubio, EO Mexico DF

“TO HAVE CHOICES.”
Julie May, EO Nashville

“TO LIVE A LUXURIOUS, BUT FULFILLING LIFE.”
Dan Turner, EO DC

“TO MAKE WORK OPTIONAL.”
Tom Trutna, EO Minneapolis/St. Paul

“TO MAKE A REMARKABLE GLOBAL BRAND; TO WRITE A COOL BOOK, PRODUCE A GREAT MOVIE AND SEE IT THROUGH FROM BOOK TO MOVIE, MOVIE TO DVD, DVD TO DOWNLOAD, AND DOWNLOAD TO TV DISTRIBUTION; TO LOVE AND BE LOVED IN RETURN BY SOMEONE SPECIAL, AND TO BE TOGETHER WITH THAT PERSON UNTIL THE END OF MY LIFE; TO TAKE CARE OF MY PERSONAL TRIBE, INCLUDING MY FAMILY AND FRIENDS, EO MEMBERS, EMPLOYEES AND BUSINESS PARTNERS.”
Birgit Hass, EO Germany
QUOTED & NOTED

FRANK CIANCIULLI WINS ERNST & YOUNG ENTREPRENEUR OF THE YEAR AWARD
EO Toronto member Frank Cianciulli recently won the 2006 Ernst & Young Entrepreneur of the Year Award in the Emerging Entrepreneur category. Frank is President and CEO of Enunciate Conferencing, which he co-founded in August 2001. Enunciate is a full-service provider of audio, video and web conferencing.

SEATTLE MEMBER INCLUDED IN TOP 40 UNDER 40 LIST BY THE PUGET SOUND BUSINESS JOURNAL
Seattle EO member Ann-Marie Faiola, owner of Bramble Berry Inc., was recently named one of the “Top 40 under 40” by the Puget Sound Business Journal. Bramble Berry Inc. supplies raw materials to soap and toiletry makers around the world. In addition to running Bramble Berry, Ann-Marie manages Oton - The Soap Bar, an interactive party and supply store with activities centered around soap and toiletry making.

PARCEL DESIGN INC. MAKES CANADIAN BUSINESS “PROFIT HOT 50” LIST
Canadian Business’ 17th annual “Profit Hot 50” is the ultimate ranking of Canada’s emerging growth companies. Toronto member Julie Mitchell's company, Parcel Design, comes in at #48. Julie founded the graphic design and corporate identity studio in May 2002, and the company has grown 132% since 2003.

R.W. MOORE EQUIPMENT COMPANY HONORED WITH FAST 50 AWARD
Raleigh, North Carolina-based R.W. Moore Equipment Company was recognized as one of the fastest growing private companies in the Triangle at Triangle Business Journal’s annual Fast 50 Awards ceremony on 2 November 2006. The company ranked 25 out of 50 as determined by PriceWaterhouseCoopers LLP. To be considered, companies were required to have had at least US$3 million in revenue in 2005. EO Raleigh Durham member Dan Moore is R.W. Moore’s President.

HEALTH CORPORATION LTD FEATURED IN THE AUSTRALIAN NEWSPAPER
On 9 November 2006, EO Sydney member Ken Lee was featured in The Australian for his successful pharmaceutical company, Health Corporation Ltd. Inspired by the high number of prescription drug errors, Lee developed a 10-point checklist that helps pharmacists eliminate errors and provide better health care service. Next month the company will list on the Australian Stock Exchange after an initial public offering.

U.A.E. MEMBER COMPANY PARTNERS WITH PHARMACEUTICAL AND CHEMICAL GIANT
Pearl Insulation recently signed a joint venture agreement with global pharmaceutical and chemical giant Bayer MaterialScience AG to set up a chemical blending facility in Dubai. A new company, BaySystems-Pearl, will be formed to provide raw materials to factories manufacturing insulation products for the oil and gas and construction industries. Pearl Insulation’s current Managing Director, EO U.A.E. member Feroz Saleem, will head BaySystems-Pearl in Dubai, United Arab Emirates.

SED.COM ELECTED BEST NEW PARKING PROGRAM AT INDUSTRY TRADE SHOW
Sedo.com – a leading domain-name marketplace with offices in Boston, Massachusetts, USA, and Cologne, Germany – was recently named a finalist for the prestigious Ernst & Young Entrepreneur of the Year Award. EO Boston member Tim Schumacher is CEO of Sedo.com. In October, Sedo was also elected the “Best New Parking Program” at the TRAFFIC conference, the biggest trade show of the domain name industry.

TORONTO COMPANY NAMED ONE OF CANADA’S TOP 100 EMPLOYERS
Maclean’s Magazine recently dubbed I Love Rewards Inc. as one of Canada’s Top 100 Employers. In 1998, EO Toronto member Razii Solomon, CEO, founded the business consulting firm that develops customized employee recognition programs. He offers his employees four to six weeks of paid vacation, tuition subsidies and an extra five days off every year for employees to dedicate their time to volunteerism.

EO CHICAGO MEMBER FEATURED IN FORTUNE SMALL BUSINESS MAGAZINE
According to an article published in Fortune Small Business, online seafood merchant Lobster Gram boosted its sales through a strategy known as affiliate marketing. EO Chicago member and President of Lobster Gram, Dan Zawacki, hired an affiliate management firm to deliver customers by placing links to his site on other sites. Those affiliates generally pocket a 10% commission on the sales they generate by sending customers to Lobster Gram’s website.

THANK YOU TO OUR AFFINITY PARTNERS
EO's partners make it possible for us to provide you with outstanding learning events, new benefits and other opportunities that make your membership experience valuable. Through these important relationships, we can continue to create programs that support growing and successful entrepreneurs as we pursue our vision to build the world’s most influential community of entrepreneurs.
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