

## Entrepreneurship & Small Business Initiative (ESBI)

The ESBI is a real-world skills development, training, and mentorship program in entrepreneurship and business understanding targeted at a wide range of GOT and private stakeholders as well as unemployed and disadvantaged communities.

Students In Free Enterprise is participating in this effort via a grant from the US Government through the State Department and its embassy in Tunisia under a Middle East Partnership Initiative umbrella. A primary objective of this grant is to support the work of a sub-grantee and SIFE partner, CJD Tunisia (Center for Young Entrepreneurs), a well-known business association in Tunisia whose members include entrepreneurs and managers under 40. The CJD focuses on capacity building initiatives for their members and serves in a role similar to the US Chamber of Commerce. CJD's role in this grant is to build on activities that help develop an enabling environment for free enterprise in Tunisia.

In this regard, the grant includes funding for CJD to organize capacity building workshops for its members led/facilitated by SIFE network members from the US. The primary areas of interest are knowledge transfer in the areas of:

- 1) Entrepreneurship,
- 2) Business development, and
- 3) Any related field for budding small businesses.

## SIFE - Centre Des Jeunes Dirigeants D'Entreprise (CJD) Knowledge Transfer Workshops November 2010

### OVERVIEW

Under the umbrella of the Entrepreneurship & Small Business Initiative (ESBI) grant, Students in Free Enterprise (SIFE) US business practitioners David Hayes, Director, Coggin Pilot Program for Innovation, University of North Florida and Tim Scales, Director of Center for Entrepreneurship and Director, Center for Economic Education, Indiana University East, worked in conjunction with SIFE Tunisia Executive Director Khaoula Khedimy Boussama to develop the first in a series of three planned workshop sessions targeted to members of the Centre Des Jeunes Dirigeants D'Entreprise (CJD – Young Entrepreneurs Society) in Tunis Tunisia. This first workshop session, held on November 19 and 20<sup>th</sup>, covered the following three topics as requested by the attendees:

- 1) Entrepreneurship - Entrepreneurship plays a vital role in the economic growth, innovation, and competitiveness of all countries, including Tunisia. Discover the differences between being an entrepreneur and simply owning a business. Learn how to scale up your small and medium size enterprises for sustainable growth. Jumpstart your company by learning proven entrepreneurial methods and techniques. Build better self-reliance and confidence and an increased sense of security and achievement to create more jobs and ultimately, to succeed!
- 2) Leadership - The future belongs to a very different kind of leader with a very different kind of mind: designers, inventors, teachers, storytellers - creative and emphatic 'right-brain' thinkers." Come and participate in a hands-on session that will introduce you to the differences between managers and leaders. Learn the specific skills and qualities of being an effective leader and also develop the "six senses" on which your business success and personal satisfaction will depend. Master these, unleash your "whole mind", and thrive!

- 3) Communications - Successful entrepreneurs rely heavily on exceptional interpersonal and communication skills and the ability to develop and shape ideas by listening to others. Learn tested techniques for achieving excellence in communications through key entrepreneurial strategies: attention through vision, meaning through communication, trust through positioning, confidence through respect, and through honest self-expression and empathy. Also learn how to effectively handle crisis situations and to resolve conflicts. Translate these strategies into a solid foundation of listening, communication, trust and respect for the dignity and the creative potential of each person.

### **Facilitator Information**

#### David Hayes

A dynamic leader, creative decision-maker, and an exceptional instructor and mentor, Mr. Hayes has an extraordinary record in entrepreneurial business creation and technology innovation. Hayes serves as University of North Florida's Entrepreneur in Residence, tasked with spreading the awareness of entrepreneurship across the campus. He is also the director of the University's Pilot Program for Innovation, Technology, and Entrepreneurship.

Hayes is actively involved in the UNF Students in Free Enterprise program ([www.unfsife.com](http://www.unfsife.com)) where he serves as a mentor and as the Business Advisory Board Chairperson. Prior to his involvement with UNF, Hayes founded Tempus Software, Inc., a leading healthcare information systems company. David grew Tempus "from his kitchen table" to an \$8.5 million dollar per year revenue company that changed the way healthcare IT is used today.

#### Tim Scales

Timothy W. Scales, lecturer with the school of Business and Economics, also serves as the director of the Center for Entrepreneurship and the Center for Economic Education at Indiana University East in Richmond. Tim is an entrepreneur and the owner of A Fortune 500 Company. He found his personal experiences in the competitive world of business to be useful when he started the Students in Free Enterprise (SIFE) organization at IU East. As the SIFE faculty advisor, he meets with and mentors students as they develop their business skills. Tim, the host and executive producer of "In Your Business", has spotlighted over 100 businesses on the local cable network, WCTV. He also provides the venue for high school and college students to interact with community leaders at monthly "Linens and Leaders" dinners.

Education is a primary focus for Tim. He earned a B.S. in Business at Indiana University East, a MBA from Anderson University and a Graduate Degree in Banking from the University of Wisconsin at Madison. He is also a graduate of the Disney Institute for Leadership Excellence. In addition to his degrees, Tim has a license in real estate and insurance.

Tim has presented at various economic and entrepreneurship conferences nationally and internationally and was a guest instructor at St. Xavier University in India, at the Christal House in South Africa and the University of Cape Town in South Africa. In addition, Tim is the Advisor for Delta-Mu-Delta, the National Honor Society for Business at Indiana University East.

Attached are workshop overviews and hand out materials for each session, including self-assessment quizzes and case studies. Each workshop lasted 2.5 hours and the sessions were designed as real-world skills development programs, with both lecture/presentation components and with hands-on activities intended to strengthen participant skill sets. The end objective was to provide technical assistance and training, boost small business participation in local, regional and international trade, and enhance personal and organization growth through various networking opportunities.

The workshops and subsequent interactions between CJD members and US SIFE business experts were also designed to address the political-economic reform and private sector development needs of entrepreneurs in Tunisia by providing technical assistance and training, boosting entrepreneurs' participation in local, regional and international trade, and enhancing personal and organization growth through mentorship and other networking opportunities.

## **RESULTS**

Surveys (see attached) were administered for each session and the results from the workshops were overwhelmingly positive. For the Entrepreneurship Session:

- 100% of respondents found the session to be Very Good or Outstanding
- 100% found the discussion topic to be Relevant or Very Relevant
- 100% said that to a Moderate or Great Degree, the session has given participants new insights and viewpoints.

Respondents indicated what they liked the most from the session was the idea than one can start small and take an item worth nothing and turn it into something of value.

For the Leadership Session:

- 100% of respondents found the session to be Very Good or Outstanding
- 100% found the discussion topic to be Relevant or Very Relevant
- 100% said that to a Moderate or Great Degree, the session has given participants new insights and viewpoints.

Attendees of this session liked best the discussion about the difference between a leader and a manager.

And for the Effective Communications Session:

- 100% of respondents found the session to be Very Good or Outstanding

- 100% found the discussion topic to be Relevant or Very Relevant
- 100% said that to a Moderate or Great Degree, the session has given participants new insights and viewpoints.

Respondents varied on what they liked best in this session, from the crisis management case study, to “telling a story”, to the product presentations, and finally, to the “cool ambiance”.

### **OBSERVATIONS AND RECOMMENDATIONS**

It was very encouraging to see the enthusiasm of the workshop participants and the sharing and transfer of knowledge that occurred during the sessions. The attendees, despite having a French – English language barrier, were highly attentive and also very participative. Much conversation ensued between the participants and SIFE representatives, both during the sessions and afterwards, during dinner engagements. It was readily apparent the attendees truly desired to increase their knowledge of entrepreneurial subject matter, particularly as it related to the American entrepreneurship model.

It is recommended that the program be opened up to more potential participants to increase the “effectiveness reach” of the sessions. It is also recommended these sessions be held outside of Tunisia to increase the attractiveness of attending the sessions to persons outside of the capital.

Although neither presenter had met each other prior to this event, it was interesting to see how the “mix” of knowledge of the SIFE presenters, David Hayes and Tim Scales, seemed to be very complementary. Tim successfully espouses a philosophy of “starting small” while David is a proponent of enterprise creation. Thus, the attendees were exposed to both side of the entrepreneurship creation model and were left with the concluding thought that either model can be successfully applied depending on the particular situation.

As for Tunisia and the opportunity for promoting the US model of entrepreneurship, it is felt the environment is favorable for furthering efforts past the remaining two planned workshops. The US could benefit both economically and politically from developing projects that open up trade to and from Tunisia and Tunisia could benefit by dramatically increased economic opportunities with stronger ties to the US. This relationship could occur on two levels, on a high level such as establishing relationships between Tunis and US ports cities such as Jacksonville FL and on opening up US sources of investment capital to Tunisian entrepreneurs, and on a more grass roots level such as on collaborative projects between Tunisia and US SIFE teams. This form of collaborative project methodology could transform the SIFE model into one that is more participative and leads to better economic results.

It is also recommended that the workshops be marketed to current SIFE students. As a goal of ESBI is to create a mindset shift among the youth by helping them to develop an entrepreneurial spirit, self-confidence, and a possibility-oriented approach to life, these sessions and interactions with the US business representatives represent a perfect opportunity to provide the necessary training for SIFE university teams to ensure that they are prepared and have the tools needed to operate and manage an effective “bridge” program.

And a final note of special “thanks” to Khaoula Khedimy Boussama for her organizing and hosting this successful event. A large part of this success is due to her detailed planning and tireless efforts. She epitomizes the spirit and graciousness of Tunisia and should be recognized for her efforts.



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## ENTREPRENEUR WORKSHOP SURVEY

We appreciate your taking the time to answer this survey fully and completely

1. How would you evaluate the **overall** Entrepreneur Workshop Session?  
 Outstanding  Very Good  Adequate  Needs Improvement  Poor
2. How would you evaluate the **level of experience** of the presenter(s)?  
 Outstanding  Very Good  Adequate  Needs Improvement  Poor
3. How would you evaluate the **discussion topics**?  
 Very relevant  Relevant  Neutral  Not Relevant
4. Please rate the **balance** between presentation and hands-on activities.  
 Not enough presentations  Not enough hands-on instruction  Good ratio  
 Too many presentations  Too many hands-on activities
5. How useful were the **printed handouts**?  
 Very useful  Somewhat useful  Uncertain  Minimally useful  Not useful
6. Has this workshop given you **new viewpoints and insights**?  
 To a great degree  To a moderate degree  Somewhat  To a minimal degree  Hardly at all
7. What did you like **most** about the Entrepreneur workshop?  
the importance of the idea - if you trust in something  
everything is possible like selling rocks.
8. What was **least useful** about the Entrepreneur workshop?  
Nothing.
9. What would you suggest to **improve** the Entrepreneur Workshop?  
It was perfect continue like that.

Please fill out this survey and hand it to a Staff Member.

Thank you!



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6. Has this workshop given you **new viewpoints and insights**?  
 To a great degree  To a moderate degree  Somewhat  To a minimal degree  Hardly at all
7. What did you like **most** about the Entrepreneur workshop?  
\_\_\_\_\_  
\_\_\_\_\_
8. What was **least useful** about the Entrepreneur workshop?  
\_\_\_\_\_  
\_\_\_\_\_
9. What would you suggest to **improve** the Entrepreneur Workshop?  
\_\_\_\_\_  
\_\_\_\_\_

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*Thank you!*



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 Very useful  Somewhat useful  Uncertain  Minimally useful  Not useful
6. Has this workshop given you **new viewpoints and insights**?  
 To a great degree  To a moderate degree  Somewhat  To a minimal degree  Hardly at all
7. What did you like **most** about the Entrepreneur workshop?  
- making a commercial product from nothing  
- capability of spreading an idea around (India, all USA)
8. What was **least useful** about the Entrepreneur workshop?  
\_\_\_\_\_  
\_\_\_\_\_
9. What would you suggest to **improve** the Entrepreneur Workshop?  
\_\_\_\_\_  
\_\_\_\_\_

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Thank you!





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- 2. How would you evaluate the **level of experience** of the presenter(s)?  
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- 5. How useful were the **printed handouts**?  
 Very useful    Somewhat useful    Uncertain    Minimally useful    Not useful
- 6. Has this workshop given you **new viewpoints and insights**?  
 To a great degree    To a moderate degree    Somewhat    To a minimal degree    Hardly at all

7. What did you like **most** about the Entrepreneur workshop?  
*fun and the approach*

8. What was **least useful** about the Entrepreneur workshop?  
*nothing*

9. What would you suggest to **improve** the Entrepreneur Workshop?  
*more ~~activities~~ ~~to do~~ ~~in~~ ~~the~~ ~~workshop~~ ~~itself~~ ~~is~~ ~~not~~ ~~helping~~.*

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Thank you!



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5. How useful were the **printed handouts**?  
 Very useful  Somewhat useful  Uncertain  Minimally useful  Not useful
6. Has this workshop given you **new viewpoints and insights**?  
 To a great degree  To a moderate degree  Somewhat  To a minimal degree  Hardly at all
7. What did you like **most** about the Entrepreneur workshop?  
*It's how to begin small and become bigger with so simple and creative ideas*
8. What was **least useful** about the Entrepreneur workshop?  
\_\_\_\_\_  
\_\_\_\_\_
9. What would you suggest to **improve** the Entrepreneur Workshop?  
*To have Jim's success story in a printed support*

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Thank you!



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5. How useful were the **printed handouts**?  
 Very useful  Somewhat useful  Uncertain  Minimally useful  Not useful
6. Has this workshop given you **new viewpoints and insights**?  
 To a great degree  To a moderate degree  Somewhat  To a minimal degree  Hardly at all
7. What did you like **most** about the Entrepreneur workshop?  
I like Kim sharing his experience with us and a part from his life.
8. What was **least useful** about the Entrepreneur workshop?  
I think that all the Entrepreneur workshop is good and useful especially for me
9. What would you suggest to **improve** the Entrepreneur Workshop?  
I suggest to get more time and finish with conclusion.

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Thank you!



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5. How useful were the **printed handouts**?  
 Very useful  Somewhat useful  Uncertain  Minimally useful  Not useful
6. Has this workshop given you **new viewpoints and insights**?  
 To a great degree  To a moderate degree  Somewhat  To a minimal degree  Hardly at all

7. What did you like **most** about the Entrepreneur workshop?

*No comment*

8. What was **least useful** about the Entrepreneur workshop?

*No comment*

9. What would you suggest to **improve** the Entrepreneur Workshop?

*No comment*

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*Thank you!*



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- 5. How useful were the **printed handouts**?  
 Very useful  Somewhat useful  Uncertain  Minimally useful  Not useful
- 6. Has this workshop given you **new viewpoints and insights**?  
 To a great degree  To a moderate degree  Somewhat  To a minimal degree  Hardly at all

7. What did you like **most** about the Entrepreneur workshop?  
 I liked the idea that a person must struggle for his own idea even people did not give importance to it because this challenge will bring more importance to his wife's future

8. What was **least useful** about the Entrepreneur workshop?  
 \_\_\_\_\_  
 \_\_\_\_\_

9. What would you suggest to **improve** the Entrepreneur Workshop?  
 I suggest to improve the Entrepreneur workshop to collect more and more information from different people to know

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Thank you!



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# LEADERSHIP WORKSHOP SURVEY

*We appreciate your taking the time to answer this survey fully and completely*

- 1. How would you evaluate the **overall** Leadership Workshop Session?  
 Outstanding    Very Good    Adequate    Needs Improvement    Poor
- 2. How would you evaluate the **level of experience** of the presenter(s)?  
 Outstanding    Very Good    Adequate    Needs Improvement    Poor
- 3. How would you evaluate the **discussion topics**?  
 Very relevant    Relevant    Neutral    Not Relevant
- 4. Please rate the **balance** between presentation and hands-on activities.  
 Not enough presentations    Not enough hands-on instruction    Good ratio  
 Too many presentations    Too many hands-on activities
- 5. How useful were the **printed handouts**?  
 Very useful    Somewhat useful    Uncertain    Minimally useful    Not useful
- 6. Has this workshop given you **new viewpoints and insights**?  
 To a great degree    To a moderate degree    Somewhat    To a minimal degree    Hardly at all

7. What did you like **most** about the Leadership workshop?  
*the difference between leadership and a manager.*

8. What was **least useful** about the Leadership workshop?  
*nothing*

9. What would you suggest to **improve** the Leadership Workshop?  
*nothing.*

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*Thank you!*



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5. How useful were the **printed handouts**?  
 Very useful  Somewhat useful  Uncertain  Minimally useful  Not useful
6. Has this workshop given you **new viewpoints and insights**?  
 To a great degree  To a moderate degree  Somewhat  To a minimal degree  Hardly at all
7. What did you like **most** about the Leadership workshop?  
\_\_\_\_\_  
The Presentation (Movies, Examples ...)  
\_\_\_\_\_
8. What was **least** useful about the Leadership workshop?  
\_\_\_\_\_  
RAS.  
\_\_\_\_\_
9. What would you suggest to **improve** the Leadership Workshop?  
\_\_\_\_\_  
\_\_\_\_\_

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5. How useful were the **printed handouts**?  
 Very useful  Somewhat useful  Uncertain  Minimally useful  Not useful
6. Has this workshop given you **new viewpoints and insights**?  
 To a great degree  To a moderate degree  Somewhat  To a minimal degree  Hardly at all
7. What did you like **most** about the Leadership workshop?  
 - distinction between management and leadership  
 - tell a story
8. What was **least useful** about the Leadership workshop?  
 \_\_\_\_\_  
 \_\_\_\_\_
9. What would you suggest to **improve** the Leadership Workshop?  
 \_\_\_\_\_  
 \_\_\_\_\_

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5. How useful were the **printed handouts**?  
 Very useful  Somewhat useful  Uncertain  Minimally useful  Not useful
6. Has this workshop given you **new viewpoints and insights**?  
 To a great degree  To a moderate degree  Somewhat  To a minimal degree  Hardly at all
7. What did you like **most** about the Leadership workshop?  

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*The exchange of ideas and experience.*

---
8. What was **least useful** about the Leadership workshop?  

---

*Nothing.*

---
9. What would you suggest to **improve** the Leadership Workshop?  

---

*Nothing.*

---

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*Thank you!*



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5. How useful were the **printed handouts**?  
 Very useful  Somewhat useful  Uncertain  Minimally useful  Not useful
6. Has this workshop given you **new viewpoints and insights**?  
 To a great degree  To a moderate degree  Somewhat  To a minimal degree  Hardly at all
7. What did you like **most** about the Leadership workshop?  
Discovering the difference between a manager and a leader
8. What was **least useful** about the Leadership workshop?  
The lower level presentation
9. What would you suggest to **improve** the Leadership Workshop?  
Do have printed support

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- How useful were the **printed handouts**?  
 Very useful  Somewhat useful  Uncertain  Minimally useful  Not useful
- Has this workshop given you **new viewpoints and insights**?  
 To a great degree  To a moderate degree  Somewhat  To a minimal degree  Hardly at all

- What did you like **most** about the Leadership workshop?  
 I like the presenter, David is very dynamic person and I love his way to tell about his story and work experience
- What was **least useful** about the Leadership workshop?  
 I think that the presenter let us figure out the conclusion by our self.
- What would you suggest to **improve** the Leadership Workshop?  
 I suggest to do more printed handouts and to make a conclusion

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3. How would you evaluate the **discussion topics**?  
 Very relevant  Relevant  Neutral  Not Relevant
4. Please rate the **balance** between presentation and hands-on activities.  
 Not enough presentations  Not enough hands-on instruction  Good ratio  
 Too many presentations  Too many hands-on activities
5. How useful were the **printed handouts**?  
 Very useful  Somewhat useful  Uncertain  Minimally useful  Not useful
6. Has this workshop given you **new viewpoints and insights**?  
 To a great degree  To a moderate degree  Somewhat  To a minimal degree  Hardly at all
7. What did you like **most** about the Leadership workshop?  
\_\_\_\_\_  
\_\_\_\_\_
8. What was **least useful** about the Leadership workshop?  
\_\_\_\_\_  
\_\_\_\_\_
9. What would you suggest to **improve** the Leadership Workshop?  
\_\_\_\_\_  
\_\_\_\_\_

**Please fill out this survey and hand it to a Staff Member.**

*Thank you!*



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# LEADERSHIP WORKSHOP SURVEY

*We appreciate your taking the time to answer this survey fully and completely*

1. How would you evaluate the **overall** Leadership Workshop Session?  
 Outstanding    Very Good    Adequate    Needs Improvement    Poor
2. How would you evaluate the **level of experience** of the presenter(s)?  
 Outstanding    Very Good    Adequate    Needs Improvement    Poor
3. How would you evaluate the **discussion topics**?  
 Very relevant    Relevant    Neutral    Not Relevant
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5. How useful were the **printed handouts**?  
 Very useful    Somewhat useful    Uncertain    Minimally useful    Not useful
6. Has this workshop given you **new viewpoints and insights**?  
 To a great degree    To a moderate degree    Somewhat    To a minimal degree    Hardly at all

7. What did you like **most** about the Leadership workshop?

*I liked Demari's characteristics to be a successful leader and to*

8. What was **least useful** about the Leadership workshop?

9. What would you suggest to **improve** the Leadership Workshop?

*I suggest that the leader should not surplus his self confidence to save his opportunities to be a successful person constantly.*

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*Thank you!*



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## COMMUNICATIONS WORKSHOP SURVEY

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1. How would you evaluate the **overall** Communications Workshop Session?  
 Outstanding    Very Good    Adequate    Needs Improvement    Poor
2. How would you evaluate the **level of experience** of the presenter(s)?  
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 Too many presentations    Too many hands-on activities
5. How useful were the **printed handouts**?  
 Very useful    Somewhat useful    Uncertain    Minimally useful    Not useful
6. Has this workshop given you **new viewpoints and insights**?  
 To a great degree    To a moderate degree    Somewhat    To a minimal degree    Hardly at all
7. What did you like **most** about the Communications workshop?  
the presentation of the case of the dilemma.
8. What was **least useful** about the Communications workshop?  
it was too short. not much time.
9. What would you suggest to **improve** the Communications Workshop?  
\_\_\_\_\_  
\_\_\_\_\_

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6. Has this workshop given you **new viewpoints and insights**?  
 To a great degree  To a moderate degree  Somewhat  To a minimal degree  Hardly at all

7. What did you like **most** about the Communications workshop?

The funny and cool ambience.

8. What was **least useful** about the Communications workshop?

9. What would you suggest to **improve** the Communications Workshop?

to try to make it in french language to make it easy for  
assess workshop attendees

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\_\_\_\_\_  
\_\_\_\_\_
8. What was **least** useful about the Communications workshop?  
\_\_\_\_\_  
\_\_\_\_\_
9. What would you suggest to **improve** the Communications Workshop?  
\_\_\_\_\_  
\_\_\_\_\_

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6. Has this workshop given you **new viewpoints and insights**?  
 To a great degree    To a moderate degree    Somewhat    To a minimal degree    Hardly at all
7. What did you like **most** about the Communications workshop?  

---

*the spirit.*

---
8. What was **least useful** about the Communications workshop?  

---

---
9. What would you suggest to **improve** the Communications Workshop?  

---

---

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 Very useful  Somewhat useful  Uncertain  Minimally useful  Not useful
6. Has this workshop given you **new viewpoints and insights**?  
 To a great degree  To a moderate degree  Somewhat  To a minimal degree  Hardly at all
7. What did you like **most** about the Communications workshop?  
*to tell the story*  
*Crisis management*  
*communicating about a product.*
8. What was **least useful** about the Communications workshop?  
\_\_\_\_\_  
\_\_\_\_\_
9. What would you suggest to **improve** the Communications Workshop?  
\_\_\_\_\_  
\_\_\_\_\_

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6. Has this workshop given you **new viewpoints and insights**?  
 To a great degree  To a moderate degree  Somewhat  To a minimal degree  Hardly at all
7. What did you like **most** about the Communications workshop?  
The importance of communication in leadership
8. What was **least useful** about the Communications workshop?  
\_\_\_\_\_  
\_\_\_\_\_
9. What would you suggest to **improve** the Communications Workshop?  
\_\_\_\_\_  
\_\_\_\_\_

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 Very useful    Somewhat useful    Uncertain    Minimally useful    Not useful
6. Has this workshop given you **new viewpoints and insights**?  
 To a great degree    To a moderate degree    Somewhat    To a minimal degree    Hardly at all
7. What did you like **most** about the Communications workshop?  
I like the competition and the way to evaluate your communication skills and the David Tax study.
8. What was **least useful** about the Communications workshop?  
I didn't find anything ~~not~~ useful in the communication workshop.
9. What would you suggest to **improve** the Communications Workshop?  
Every thing, it's okay.

Please fill out this survey and hand it to a Staff Member.

Thank you!



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\_\_\_\_\_  
\_\_\_\_\_
8. What was **least useful** about the Communications workshop?  
\_\_\_\_\_  
\_\_\_\_\_
9. What would you suggest to **improve** the Communications Workshop?  
\_\_\_\_\_  
\_\_\_\_\_

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 To a great degree  To a moderate degree  Somewhat  To a minimal degree  Hardly at all

7. What did you like **most** about the Communications workshop?

*what I liked very much the way to have the <sup>courage</sup> ~~to~~ ~~face~~ to face the group and try to convince them about my idea/vision*

8. What was **least** useful about the Communications workshop?

\_\_\_\_\_

9. What would you suggest to **improve** the Communications Workshop?

*I suggest to be spontaneous and say what you think without any hesitation because this is the only way to transfer the message for others.*

Please fill out this survey and hand it to a Staff Member.

Thank you!

# leadership

the future belongs to a very different kind  
of leader



# two parts

- leaders versus managers
- future skills required

what's the difference  
between  
managers  
and  
leaders?

# managers

- maintain the status quo
- monitor situation
- allocate resources
- communicate targets
- measure the results
- feedback on the trends

# leaders

- strategic thinkers
- look forward and create visions
- challenge
- motivate
- inspire

LEADER	MANAGER
Visionary	Rational
Passionate	Business-like
Creative	Persistent
Inspiring	Tough-minded
Innovative	Analytical
Courageous	Structured
Imaginative	Deliberative
Experimental	Authoritative
Independent	Stabilizing
Shares knowledge	Centralizes knowledge
Trusting	Guarded
Warm and radiant	Cool and reserved
Expresses humility	Rarely admits to being wrong
Initiator	Implementer
Acts as coach, consultant, teacher	Acts as a boss
Does the right things	Does things right

Source: Genevieve Capowski, "Anatomy of a Leader: Where Are the Leaders of Tomorrow?" *Management Review*, March 1994, p. 12; David Fagiano, "Managers Versus Leaders: A Corporate Fable," *Management Review*, November 1997, p. 5; Keki R. Bhote, *The Ultimate Six Sigma* (New York: AMACOM, 2002).

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# leadership

the ability to inspire confidence and support among the people who are needed to achieve organizational goals

why is  
leadership  
so important?

“ the surplus society has a surplus of similar companies, employing similar people, working in similar jobs, coming up with similar ideas, producing similar things, with similar prices, warranties, and qualities.”

Jonas Ridderstrale and Kjel Nordstrom  
Authors, Funky Business



trust in  
management  
is declining

“only 36% of employees trust senior management to communicate effectively”

“this drops to only 26% of employees with more than 15 years experience”

source: mercer hr consulting

idea one

establish a vision

# how

- create clear picture of future that ‘stimulates, excites and inspires’
- get everyone to ‘buy’ into it
- ensure everyone understands what’s expected of them
- turn it into meaningful goals and targets
- communicate progress towards it continuously
- celebrate successes

# vision

- is not set of financial figures
- is not business plan
- is not 'pie in the sky' idea
- is a picture of the future that we want
- includes customers, people and finances
- is a point of strategic focus for the leadership of the business
- is something for everyone to work towards

people tell us  
what they  
need

# they ask

- how is the vision relevant to me?
- what specifically do you want me to do?
- how will I be measured?
- what consequences will I face?
- what tools and support are available?
- what's in it for me?
- how are we doing?

# values

- define character of business
- help create culture you want
- create sense of identity for business
- reduce game playing, politics and confusion
- provide guidelines for managers and staff
- provide guidance for acceptable and unacceptable behaviors



# values into teamwork

- offer support – don't wait to be asked
- understand and contribute to team goals
- recognize implications of actions/inactions on others
- show respect to needs, feelings and views of others
- promote 'collective' ownership across the business
- encourage contributions from all

idea three  
get engaged

- only 17% are actively engaged
- 63% aren't engaged
- 20% are actively disengaged
- 88% want to work hard and do their best
- 50% worked just hard enough to avoid being fired!
- 75% believe they could be significantly more productive

source: gallup

idea four

listen to your  
people

- set up feedback systems that suit your team, not you
- ‘beat the brainwashing’ – ask your newcomers to spot your business ‘stupidities’
- ‘kill a stupid rule’ – commerce bank offers \$50
- ‘experience days’
- ‘fiver down the pub’ Fridays
- ‘pizzas and problems’

idea five  
be an  
enemy of  
the status quo

idea six

create other  
leaders, not  
followers

idea seven  
take action,  
not notes



**left brain**

**logical  
linear  
analytical**

**right brain**

**context  
synthesis  
simultaneous**

# left brain thinking

scholastic aptitude tests, spreadsheets, zero in on the right answer, “no child left behind” stuff

# what matters most

big picture thinking, artistry, inventiveness

# high concept + high touch

## CONCEPT

create artistic and emotional beauty

detect patterns and opportunity

put two things together that have never been paired before

## TOUCH

ability to empathize

understand subtleties in human interaction

provide meaning in life

# key questions

can someone do your job cheaper?

can a computer do it faster?

does what you do satisfy the growing non-material needs of the abundance age?

# causes in changes

abundance

asia

automation

# abundance

standard of living increasing globally

# utility & significance



# automation

routine work will disappear to asia  
mass production already  
white collar jobs next

# high concept

create artistic and emotional beauty

detect patterns and opportunity

put two things together that have never  
been paired before

# high touch

ability to empathize

understand subtleties in human interaction

provide meaning in life

# six senses

design

story

symphony

empathy

play

meaning

# design

combination of

utility - ease of use

significance - transcends functionality by  
possessing an aesthetic appeal that  
transmits ideas or emotions

# design is everywhere

now a means of differentiation and a way to  
create new markets

Friday, November 12, 2010

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This building

Look around this room

Clothes

Shoes

Why is Target different than WalMart?

# story

the essence of persuasion, communication,  
and self-understanding has become the ability  
to fashion a compelling story

# the essence of story

placing facts in **CONTEXT** and delivering  
them with **EMOTIONAL IMPACT**

where high concept meets high touch



# symphony

synthesis - seeing the big picture, crossing boundaries, combining disparate pieces into an arresting new whole

Conductors corral a diverse group of notes into a beautiful work,  
Much like a conductor, your job is to take disparate pieces of information and combine them into one

# relationships

boundary crosser

inventor

metaphor maker

# boundary crosser

sees relationships the rest of us never see

Who is a double major in the room?

What are you going to do with your degree?

Example, the engineering student that also gets a law degree – more value as a lawyer because of her/his understanding of construction

# metaphor maker

understanding one  
thing in terms of  
something else



Friday, November 12, 2010

88

In the early 1940's, Swiss inventor George de Mestral went on a walk with his dog... Upon his return home, he noticed that his dog's coat and his pants were covered with cockleburs. His inventor's curiosity led him to study the burrs under a microscope, where he discovered their natural hook-like shape. Velcro was invented.

# empathy

ability to imagine yourself in someone else's position and to intuit what that person is feeling

# play

“play will be to the 21st century what work was to the last 300 years of industrial society - our dominant way of knowing, doing, and creating value”

- pat kane, *the play ethic*

becoming an important part of work,  
business, and personal well-being

manifests in three ways: games, humor,  
joyfulness

# joyfulness

power to make us more productive  
and more fulfilled

greater creativity, productivity, and  
collarberation



# meaning

a drive that exists in all of us - a combination of external circumstances and internal can bring it to the surface

biology

satisfying work

avoiding negative events & emotions

gratitude

forgiveness

optimism

Happiness derives from a mixture of the above factors

What doesn't matter is making more money, getting lot of education, or living in a pleasant climate.

pleasant life

good life

pursuit of meaning

marshalling the previous factors can help create a Pleasant Life – one full of positive emotions about the past, present, and the future.

But the Pleasant Life is only one rung on the ladder.

At a higher level is the Good Life – you use your signature strengths (what you are good at) to achieve gratification in the main areas of your life. Can turn “Monday thru Friday “sort of dying” into a calling.

Calling is most satisfying sort of work because the work is done for its own sake rather than for the material benefits it brings.

More happiness results in more productivity and higher income.

But this is not the end – there is a third form of happiness that is pursued, the pursuit of meaning – knowing your strengths and deploying them in the service of something larger than you are.



## Readiness for the Leadership Role

**Instructions:** Indicate the extent to which you agree with each of the following statements, using the following scale: 1, disagree strongly; 2, disagree; 3, neutral; 4, agree; 5, agree strongly.

1. It is enjoyable to have people count on me for ideas and suggestions.

1      2      3      4      5

2. It would be accurate to say that I have inspired other people.

1      2      3      4      5

3. It's a good practice to ask people provocative questions about their work.

1      2      3      4      5

4. It's easy for me to compliment others.

1      2      3      4      5

5. I like to cheer people up even when my own spirits are down.

1      2      3      4      5

6. What my team accomplishes is more important than my personal glory.

1      2      3      4      5

7. Many people imitate my ideas.

1      2      3      4      5

8. Building team spirit is important to me.

1      2      3      4      5

9. I would enjoy coaching other members of the team.

1      2      3      4      5

10. It is important to me to recognize others for their accomplishments.  
 1      2      3      4      5
11. I would enjoy entertaining visitors to my firm even if it interfered with my completing a report.  
 1      2      3      4      5
12. It would be fun for me to represent my team at gatherings outside our unit.  
 1      2      3      4      5
13. The problems of my teammates are my problems too.  
 1      2      3      4      5
14. Resolving conflict is an activity I enjoy.  
 1      2      3      4      5
15. I would cooperate with another unit in the organization even if I disagreed with the position taken by its members.  
 1      2      3      4      5
16. I am an idea generator on the job.  
 1      2      3      4      5
17. It is fun for me to bargain whenever I have the opportunity.  
 1      2      3      4      5
18. Team members listen to me when I speak.  
 1      2      3      4      5
19. People have asked me to assume the leadership of an activity several times in my life.  
 1      2      3      4      5
20. I have always been a convincing person.  
 1      2      3      4      5

© CourseSmart

**Total score:** \_\_\_\_\_

**Scoring and Interpretation:** Calculate your total score by adding the numbers circled.

A tentative interpretation of the scoring is as follows:

- **90–100:** High readiness for the leadership role
- **60–89:** Moderate readiness for the leadership role
- **40–59:** Some uneasiness with the leadership role
- **39 or less:** Low readiness for the leadership role

If you are already a successful leader and you scored low on this questionnaire, ignore your score. If you scored surprisingly low and you are not yet a leader, or are currently performing poorly as a leader, study the statements carefully. Consider changing your attitude or your behavior so that you can legitimately answer more of the statements with a 4 or a 5. Studying the rest of this text will give you additional insights that may be helpful in your development as a leader.

# effective communications

# effective communications

communication and  
conflict  
resolution skills

# effective communications

- explain why good communication skills contribute to effective leadership
- describe the basics of inspirational and emotion-provoking communication
- describe key features of a power-oriented linguistic style
- describe the six basic principles of persuasion



# effective communications

# effective communications

- describe the elements of supportive communication

# effective communications

- describe the elements of supportive communication
- be sensitive to the importance of overcoming cross-cultural barriers to communication

# effective communications

- describe the elements of supportive communication
- be sensitive to the importance of overcoming cross-cultural barriers to communication
- identify basic approaches to resolving conflict and negotiating

# communication and leadership

- effective leaders are also effective communicators
- to be effective, the leader must synchronize verbal and nonverbal behavior
- technology has had a meaningful impact on leaders' communication and coordination

# inspirational speaking and writing

- be credible
- gear your message to the listener
- sell group members on the benefits of your suggestions
- use heavy-impact and emotion-provoking words

# inspirational speaking and writing

- use anecdotes and metaphors to communicate meaning
- back up conclusions with data (to a point)
- minimize language errors, junk words, and vocalized pauses
- write crisp, clear memos, letters, and reports, including a front-loaded message
- use a power-oriented linguistic style

# principles of persuasion

- **liking:** people like those who like them
- **reciprocity:** people repay in kind
- **social proof:** people follow the lead of similar others



# principles of persuasion

- **consistency:** people align with their clear commitments
- **authority:** people defer to experts
- **scarcity:** people want more of what they can have less of

# supportive communication

- problem oriented, not person oriented
- descriptive, not evaluative
- based on congruence, not incongruence
- focused on validating, rather than invalidating, people
- specific, not global

# supportive communication

- conjunctive, not disjunctive
- owned, not disowned
- requires listening as well as sending messages

# overcoming and preventing

- be sensitive to the fact that cross-cultural communication barriers exist
- challenge your cultural assumptions
- show respect for all workers
- use straightforward language, and speak slowly and clearly

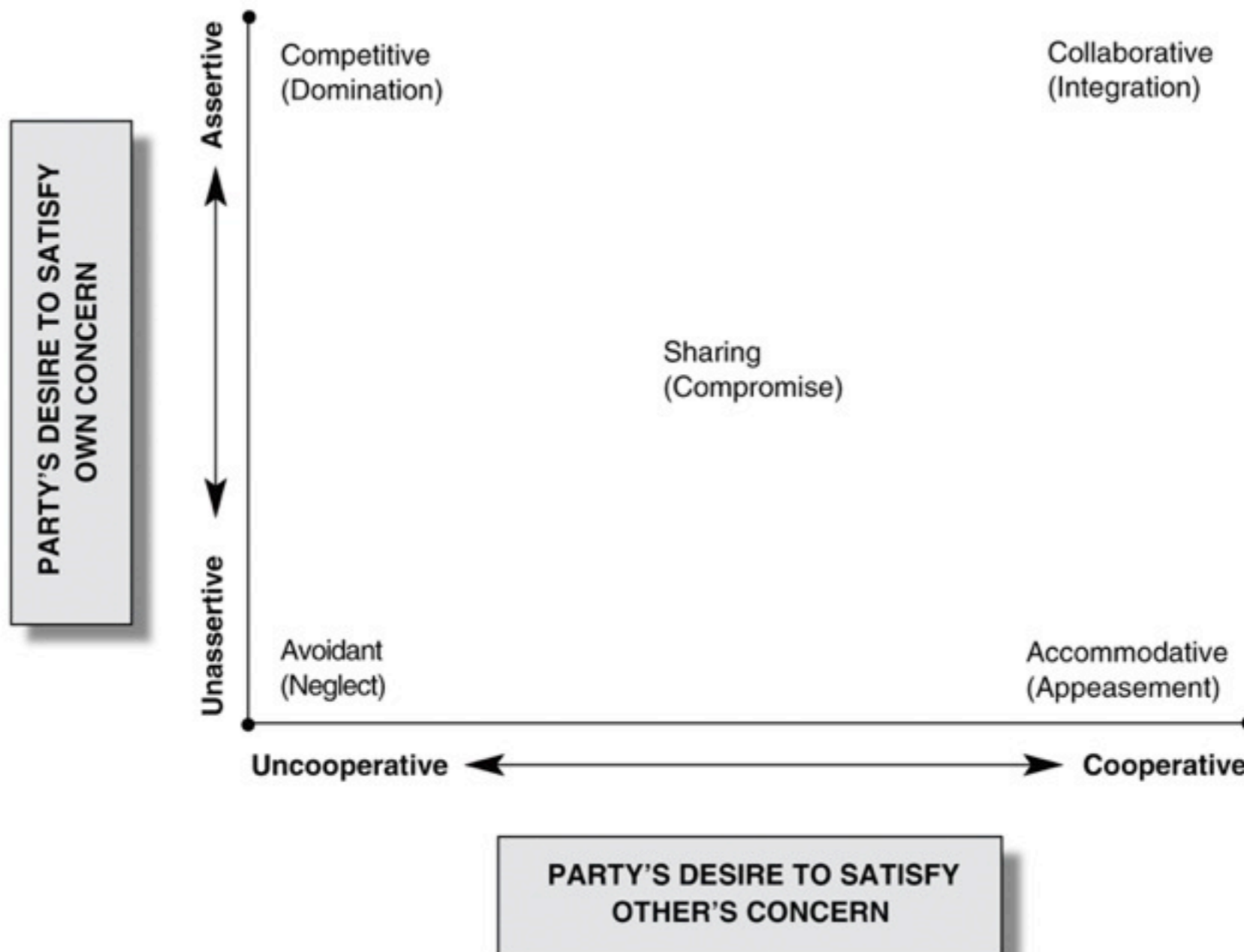
# overcoming and preventing

- look for signs of misunderstanding when your language is not the listener's native language
- when the situation is appropriate, speak the language of the people from another culture
- observe cross-cultural differences in etiquette

# overcoming and preventing

- do not be diverted by style, accent, grammar, or personal appearance
- avoid racial or ethnic identification except when it is essential to communication
- be sensitive to differences in nonverbal communication
- be attentive to individual differences in appearance

# conflict-handling styles



# conflict management styles

- the **competitive style** is a desire to win one's own concerns at the expense of the other party, or to dominate
- the **accommodative style** favors appeasement, or satisfying the other's concerns without taking care of one's own
- the **sharing style** is halfway between domination and appeasement



# conflict management styles

- the **collaborative style** reflects a desire to fully satisfy the desires of both parties
- the **avoidant style** combines unassertiveness and a lack of cooperation

# negotiating and bargaining

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- conflicts can be considered situations calling for negotiating and bargaining, or conferring with another person in order to resolve a problem

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- conflicts can be considered situations calling for negotiating and bargaining, or conferring with another person in order to resolve a problem
- two approaches to negotiation:
  - distributive bargaining
  - integrative bargaining

# negotiation techniques

- begin with a plausible demand or offer
- focus on interests, not position
- search for the value in differences between the two sides
- be sensitive to international differences in negotiating style
- effective leaders are effective communicators

# summary

- leaders may develop inspirational and powerful speaking and writing by following a set of suggestions
- a power-oriented linguistic style is one way to communicate with inspiration and power
- leaders can improve their communication by following the six principles of persuasion



# summary

- skill can also be developed in using nonverbal communication
- supportive communication leads to effective leadership by enhancing communication between two people
- overcoming cross-cultural communication barriers is another leadership challenge
- leaders must also be skilled in conflict management and negotiations

### A Self-Portrait of My Communication Effectiveness

**Instructions:** The following statements relate to various aspects of communication effectiveness. Indicate whether each of the statements is mostly true or mostly false, even if the most accurate answer would depend somewhat on the situation. Asking another person who is familiar with your communication behavior to help you answer the questions may improve the accuracy of your answers.

	Mostly True	Mostly False
1. When I begin to speak in a group, most people stop talking, turn toward me, and listen.	<input type="checkbox"/>	<input type="checkbox"/>
2. I receive compliments on the quality of my writing.	<input type="checkbox"/>	<input type="checkbox"/>
3. The reaction to the outgoing message on my voicemail has been favorable.	<input type="checkbox"/>	<input type="checkbox"/>
4. I welcome the opportunity to speak in front of a group.	<input type="checkbox"/>	<input type="checkbox"/>
5. I have published something, including a letter to the editor, an article for the school newspaper, or a comment in a company newsletter.	<input type="checkbox"/>	<input type="checkbox"/>
6. I have my own web site.	<input type="checkbox"/>	<input type="checkbox"/>
7. The vast majority of my written projects in school have received a grade of B or A.	<input type="checkbox"/>	<input type="checkbox"/>
8. People generally laugh when I tell a joke or make what I think is a witty comment.	<input type="checkbox"/>	<input type="checkbox"/>
9. I stay informed by reading newspapers, watching news on television, or reading news web sites.	<input type="checkbox"/>	<input type="checkbox"/>
10. I have heard such terms as <i>enthusiastic</i> , <i>animated</i> , <i>colorful</i> , or <i>dynamic</i> applied to me.	<input type="checkbox"/>	<input type="checkbox"/>

**Total score:** \_\_\_\_\_

**Scoring and Interpretation:** If eight or more of these statements are true in relation to you, it is most likely that you are an effective communicator. If three or fewer statements are true, you may need substantial improvement in your communication skills. Your scores are probably highly correlated with charisma.

**Skill Development:** The behaviors indicated by the ten statements in the self-assessment exercise are significant for leaders because much of a leader's impact is determined by his or her communication style. Although effective leaders vary considerably in their communication style, they usually create a positive impact if they can communicate well. Observe some current business leaders on CNBC news or a similar channel to develop a feel for the communication style of successful business leaders.



## CASE STUDY

### LATITUDE SOFTWARE: A COMPANY IN CRISIS

#### **Background**

Latitude Software, a young company, enjoyed an excellent customer focused reputation. The Company, now in its 4<sup>th</sup> year of business, had grown to \$2 million US per year in revenues and had a reputation for providing superior software solutions to its healthcare customers. It also enjoyed the highest rankings in its industry for customer service and had recently been selected by a prestigious rating agency as a “young rising star”.

Each year, Latitude held a Users Group conference that was attended by the majority of the Company’s customers and by many new prospective clients. This year was no different and Latitude employees had spent months planning the event. Over 200 customers from all over the US and Canada were scheduled to attend. Several prominent prospective customers had also agreed to be present and these clients represented approximately \$5 million US in new potential business to Latitude. The Company was also introducing several new products this year and counted on the Users Group conference to help convince its existing customers to upgrade to these products.

#### **The Crisis**

The Users Group conference was going extremely well. The opening ceremonies and dinner were well received and the Company’s President, David, went to bed that evening tired but very pleased. But this was all about to change.

At 3 am in the morning, David’s phone rang. It was the Company’s Director of Public Relations, Julie, on the phone with the startling news that Latitude’s Chief Technology Officer, Edward, had just been arrested for driving under the influence of alcohol. To make matters worse, 12 current customers and potential clients were in the van that Edward was driving when he was arrested. David was stunned. “How could Edward have been so irresponsible to let this happen and to jeopardize all we have worked for?” he thought to himself. Julie interrupted his thoughts. “What do we do now?” she asked. “In 5 hours Edward is supposed to open today’s morning sessions.”

#### **The Dilemma**

What should the Company do? Specifically, how much information should Latitude share with the conference attendees? What conversations, if any, should the Company have with the customers and prospective clients that were in the van that Edward was driving?