



Octane

The Entrepreneurs' Organization Magazine

December 2011



SUITTING UP FOR JACK



"If business years are measured like dog years, then I have a teenager who's about ready to leave home."

THE BUSINESS OF MOTHERHOOD
ANDREA CULLIGAN EO SYDNEY
PG. 4

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CHANGING THE WORLD THROUGH LEADERSHIP



Representing 15 countries, 26 EO members and Global staff attended the 2011 EO Leadership Academy in Washington, D.C., USA, from 23-26 October.

Leadership— it's the one constant in entrepreneurship, and it's at the heart of our mission as a global organization. For nearly 25 years, everything we've done has been in support of leading leaders so that they can better support their families, businesses and communities. This dedication to leadership growth was emphasized during the **2011 EO Amsterdam University** (read about it on page 22), and reiterated at the **2011 EO Leadership Academy**, where 26 members and Global staff from around the world came together to experience a philosophical and skills-based orientation of leadership.

Aligned with EO's strategic imperative to foster leadership development, the EO Leadership Academy—held from 23-26 October in Washington, D.C., USA—is an advanced learning program that provides EO's top leaders with the knowledge and skills they need to become stronger leaders. Representing an impressive 15 countries, this year's attendees joined a short list of 100+ Academy graduates, all of whom serve as stewards of change in their respective regions. Like other Global programs, the Academy is a critical component of EO's leadership-growth strategy because it builds the leaders that help drive this organization, and in turn, the world.

Leadership has been, and always will be, at the core of our efforts. As entrepreneurs, we can make a lasting impact in this organization, our communities and across the globe, and it all starts with one thing— a willingness to use the tools we're given to make a difference in the lives of those we lead. By offering resources like the Leadership Academy, EO has set the plan for global change through leadership development in motion. In the second half of FY2011/2012, we will continue to support members in their pursuit of a higher education by offering more resources, holding new events, enhancing technology and building on the success of existing programs.

As you prepare for Q3, I encourage you to think of innovative ways you can make a difference through leadership in your chapter and community. Big or small, we can change the world by leveraging our abilities and uniting under the goal of global growth.

Living the values with you,

KEVIN LANGLEY
EO GLOBAL CHAIRMAN, FY2011/2012

Capturing the EO Story



I think the old saying, "Money makes the world go 'round," could use a little retooling. In my role as your Executive Director, I have the opportunity to connect with countless members around the world. With every member I meet, I hold steadfast in the belief that it is the stories, rather than money, that keep the EO world spinning. It is this core organizational pillar of peer-to-peer learning and experience sharing that is both the hallmark of EO and the essence of the value we provide.

One of the ways we distribute this value is through publications like *Octane*. I recently spoke with Nicholas Thomas, EO's Director of Publications, about the future of this magazine and how its role as a communication vehicle supports EO's initiatives. Over the course of our conversation, we discussed the value of leveraging member-written content to educate the membership, to help them grow from others' experiences, and how this value separates us from competing organizations. Specifically, Nicholas mentioned the importance of leveraging stories in EO's publications, not articles:

"There's a big difference between stories and articles. You can read your general variety business articles in *Inc.*, *Entrepreneur* and similar magazines, but none of these offer the personalized value you'll find in EO members' stories. We have something that no other organization has— access to more than 8,000 unique and compelling stories! By emphasizing each through publications like *Octane*, we can foster growth, encourage experience sharing and support the complete entrepreneur."

I couldn't agree more. In every survey we've ever conducted, one thing has been apparent: Members love learning about other members' experiences. Knowing this, *Octane* will now be more of an experience-sharing vehicle and less like a typical business magazine. There are plenty of publications out there that provide marketing tips or technology best practices. What they don't offer, however, are inspirational stories about your EO peers— moments of Forum magic, event experiences and other tales of transformation that remind us how powerful entrepreneurship can be.

Leveraging more member stories—and less articles—in our publications is just one facet of EO's far-reaching communications plan. In the coming months, we will be redefining EO's voice and offering you more personalized content to help support the totality of the entrepreneur. As a global thought leader on entrepreneurship, our voice is the beacon that lights a path for leading entrepreneurs to follow. Cultivating that voice to deliver more individual value will help us make broader strides in the entrepreneurial landscape. At the end of the day, it's the members' experiences that keep the EO voice powerful, and we'll keep doing our part in sharing those experiences.

As you read this issue of *Octane*, I hope you become inspired by your colleagues. I also encourage you to share your story with EO by e-mailing Nicholas at nthomas@eonetwork.org. The more you share, the bigger the impact we'll have on one another and the global entrepreneurial community.

Regards,

BOB STRADE
EO EXECUTIVE DIRECTOR



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The Business of *Motherhood*

ANDREA CULLIGAN EO SYDNEY

Apparently, I'm meant to be pregnant. In the ripe old age of my ... ahem, mid-30s ... I got married. It was wonderful to finally commit to someone after years of "investigating the market," as I call it. However, shortly after tying the knot, the most common question among friends, family and everyone I know was: "When are you going to start having children?"

First and foremost, I'm not against having children in the slightest, and I admire, respect and adore my gorgeous friends with their gorgeous little ones. But this line of questioning got me thinking about why I haven't gotten the "baby bug" yet— that maternal drive, the desire to have children and watch them grow up. And then it hit me. I *do* have a child. It is 11-years-old. It screams, keeps me up at night, takes the money from my wallet, smiles at me when it wants something and makes me compromise my livelihood on a daily basis. It's called "My Business."

If business years are measured like dog years, then I have a teenager who's about ready to leave home and create his own path in the world— a phase I'm excited to witness. I've instilled the value systems, and now I just hope it can determine the rights and wrongs to create a clear vision for the future. After spending so many years cultivating a culture, pride and vision, the ability to release the reins and let my "child" run rogue is both daunting and thrilling.

I don't pretend to know the pains and joys of raising children, and I don't make light of either, but I do know that I love MY child. I feed it, shower it with support and spend my life making sure it's happy. In return, it provides me with a wealth of emotion, success and life lessons. Above all, it teaches me how to be a better "mother," and reminds me how important it is to invest in something that's bigger than you. Maybe I'll have kids of my own one day, but until then, I'll practice with my other child.

Andrea Culligan (pictured) is the managing director and CEO of Unimail. E-mail Andrea at andrea@unimail.com.au.

Business Like a Banyan Tree

GREG D'AMICO EO EAST TENNESSEE

In February, a few of us from headquarters went to visit our other office in India. This was one of the most productive business trips I've experienced in a while— we added several people to our staff, shared tips on project management and really engaged our research and development team for the first time. What's more, we enjoyed our first game of Cricket!

Thinking this trip couldn't get any better, we decided to visit a small community called Auroville. Auroville was founded in 1968 when 5,000+ people representing 124 nations arrived in India and participated in a ceremony that would be the start of a new town. Each person contributed soil from their homeland as a symbol of unity, for it would be a place where "people of all countries can live in peace and progressive harmony above all creeds, all politics and all nationalities." The ceremony was held under a Banyan tree.

At first glance, a Banyan tree looks like a bunch of trees carefully placed to grow together. Looks can be deceiving, though, as the Banyan tree is one single, very large tree. The tree's branches grow out, but as they continue to grow laterally, new roots extend from the branches and down to the earth to support additional growth. The new roots can be so thick that they appear to be separate trees. It's a beautiful sight to behold, and a perfect location for the unity ceremony.

I saw the growth of the Banyan tree as a great analogy to business. Regardless of your industry, building a business requires a proper foundation. What many companies come to experience, however, is that their foundation cannot support their growth, ultimately causing them to fall. The reason why the Banyan tree doesn't fall is because it continues to add to its foundation as it grows. Every good business is built with several levels of support that push information up and down the hierarchy. Without a good foundation to support those levels, the flow is disrupted and a breakdown can occur.

Looking at these majestic trees, I realized the importance of pursuing growth from the ground up. As your business grows, so do your people and processes. Having the right ones in place from the start is vital to creating a strong foundation. Standing before the trees, I wondered: Can my company grow outward and upward like the Banyan tree? Do I have the layers of foundation, people and processes to support that growth? I returned home with new insights into management, and a reminder that my business is only as strong as the people and policies that guide it.

Greg D'Amico is the CEO of Efficiency. E-mail Greg at greg@efficiency.us.



2011 GSEA Global Finals winner Ludwick Marishane (center) with Wendy Guillies (left), Vice President of Communications at the Kauffman Foundation, and Kevin Langley (right), EO's Global Chairman.

GSEA CROWNS A NEW WINNER

From April to October, more than 2,000 students from 42 countries competed in the **2011 Global Student Entrepreneur Awards** (GSEA), a global competition for high school, undergraduate and graduate students who own and operate businesses while attending college or university. An EO program, GSEA supports early stage entrepreneurs who require much-needed mentorship, recognition and connections to take their businesses to the next level of success.

Each year, students compete against their peers by presenting their businesses to a panel of judges; only the regional and national winners advance to the Global Finals to engage world-class entrepreneurs, receive media exposure, win money and share in the US\$500,000 prize pool of cash and in-kind business services. This year, the GSEA Global Finals was held from 17-19 November in New York City, New York, USA, during Global Entrepreneurship Week, where 45 students competed for the ultimate prize— the Global Student Entrepreneur of the Year award.

Earning that prestigious title for 2011 was **Ludwick Marishane**, a senior at the University of Cape Town. Ludwick is the founder of Headboy Industries, LCC, an invention-development and commercialization company that created DryBath, a revolutionary patent-pending personal care product. Runner-up was Garrett Gee, a sophomore at Brigham Young University and founder of Scan.me, a cutting-edge software solutions provider.

"Participating in GSEA was a game-changing experience for my personal and professional growth, and winning is proof that crazy high school dreams can go on to bring about real change in the world," said Marishane. "I went for the competition, but came back with a global board of peer advisors and lifelong mentors through EO."

For more information about GSEA and how EO is supporting the future of global business, visit www.gsea.org.

A New Breed of Charitable Leader

KEVIN BURKART EO MINNESOTA

My name is Kevin Burkart. I don't think I understand myself that well, but these things I do understand: I'm idle high. I'm selfish. I'm immature. I'm ferociously independent. I don't believe in teams. I like to be the center of attention. Those are my confessions. At the same time, I'm compassionate, generous, creative, dependable and pervasively, but cautiously, optimistic. I'm also a goal-setter.

I'm going to do 300 skydives in one day. I did 100 skydives in 2008, raising US\$48,000 for Parkinson's Disease (PD). In 2010, I tried for 200 jumps, but made only 150 (though I did raise US\$78,000). Next year, I'm trying for 300 jumps in a single day. If I get good weather, train, hydrate and nourish properly, I can do it. If I can make 300 jumps, it'll be a great comeback. And then I'm done.

My dad has PD, so this is all for him and everyone living with PD, right? Wrong. I've realized it's for me. Here's why: Everyone said I couldn't do it. So, what'd I do? I just did it. It's like being an entrepreneur. The forces against you at the beginning are immense ... until you succeed. Then everyone joins in. And they thought it was easy. Geez, why didn't you do it sooner?

Not being a professional fundraiser, I've enjoyed the journey these past four years. Instead of asking for money, I ask for help. Asking for help is begging. Asking for help—saying “I need help”—is exposing who you are. People like that, and they open their wallets. Why would a local Native American tribe give me US\$10,000, twice, for an effort that supports the awareness of a predominantly elderly, Caucasian-male disease? I don't know. I just told them I needed help.

I'm part of a new breed that rolls their eyes at charitable golf tournaments and walks. These events do raise money, but often not much, and little awareness is realized. So, folks like me are skydiving, eating worms, biking in extreme ways ... all to raise funds and awareness for a cause. I call it charitable leadership. No more sitting on boards haggling over what color the t-shirt is for the next walk.

To succeed in charitable leadership, like in business, you have to get over the hump at the very beginning. Get past the naysayers. Show them what you can do when you do something others say you can't do. It's a great pleasure when you excel, especially when it's for a good cause. At the end of the day, you're the entrepreneur. You're the leader. Lead.

Kevin Burkart (pictured) is the founder of StepStoneGroup, Inc. E-mail Kevin at kevin@stepstonegroup.com.



Want to view a trailer of Kevin's sky-diving documentary? Visit www.perfectjumps.com or scan this QR code:





Keeping the Love Alive

It takes an incredible amount of time, effort and attention to run a business. As most entrepreneurs can attest, this often impacts one's home life. EO speaker, author and sex educator Lou Paget offers some tips for keeping the love alive at home.

Being an entrepreneur can be very time-consuming. What can one do to ensure his or her spouse feels supported?

"In the same way entrepreneurs look for ways to improve their businesses, they can do the same things when it comes to their relationships at home. For example:

- 1. Make time to nurture the relationship, not just maintain it.** This means doing things so the relationship can continue to grow. Use the entrepreneurial skill of 'Who do I listen to?' to choose valid resources and ideas.
- 2. Practice your 'Start and End-of-Day Hug.'** When you leave home, and as soon as you return, give your spouse a warm, big hug, and hold it for 10 seconds.
- 3. Attention, attention, attention.** Giving someone your true attention is your most seductive behavior. Set aside 10 minutes of 'our time' each night before bed, and remember to turn off the TV in the bedroom (it's a noisy third person).
- 4. Tell your partner how much you appreciate all that they do ... even if you don't see it.** Feeling respected and acknowledged is huge for both parties.
- 5. Keep your partner in the loop when it comes to business projects.** This creates a shared history, and he or she will feel more connected to what you're doing."

How can entrepreneurs keep the love alive while traveling?

"For starters, write out notes or cards for your spouse to find while you're away, and stash them in creative places; they MUST be handwritten! This is a powerful way to maintain connection with your significant other. It will create a physical reminder of you that they can hold and look at while you're away. Also, while you're traveling, maintain visual contact via Skype. This way you can see facial reactions and hear the tone of each other's voices, which is lost in text-only communication."

Do you have any other tips for our members?

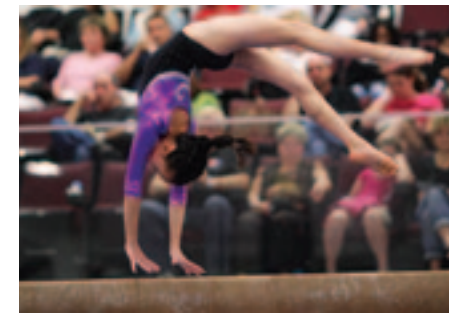
"At the end of the day, *attention* to your partner and *intention* to support the relationship are the two factors that will determine how you and your spouse feel. Also, it's important to know that reigniting a romance only takes place when both partners want it. One partner can be the initiator, but the intention has to come from both sides. Love will bring you together; respecting one another will keep you together."

Lou Paget is the CEO and president of Frankly Speaking, Inc. She is also an AASECT-certified sex educator and a best-selling author of five books, including *How to Be a Great Lover*. You can e-mail her at lou@loupaget.com.

CRASH AND LEARN

WHAT MY DAUGHTER TAUGHT ME ABOUT RISK-TAKING

FRANCIS HU EO ORANGE COUNTY



My younger daughter, Katie, started competing in gymnastics at age 8. On one occasion, she was at a state-qualifier meet, where she was competing with kids who were very good. Katie noticed that they were much more precise with their routines, and that they were holding their moves longer. On Katie's floor routine, she has a move where she kicks up to a handstand and lands back on her feet. During the competition, Katie decided to kick a little higher than normal so that she could hold her handstand longer, but she overshot it and flopped on her back.

Initially, my wife and I were disappointed that she blew such a simple move and lost points. Why didn't she just play it safe? I was trying to figure out how to talk to her about not taking risks and making mistakes, and then I caught myself: I should congratulate her for taking the risk. She took a chance to raise her performance, and in this particular case it didn't work out. Her focus was on improving her routine and performing at a higher level, not on eliminating risks. That mindset allowed her to shake off the mistake and finish her routines strong, and she wound up qualifying for the state meet!

Katie is now 15 and competing on an expert level. She has grown a lot, and is doing skills that are scary to watch. She has had many bad routines, falls and injuries, but she overcame each and bounced back. And for the past two seasons, she hasn't fallen off the beam in competition. Why? Because she doesn't think about falling off; she focuses on doing the skills perfectly, and she has the mental confidence not to doubt herself.

Unlike Katie, I don't have the same positive personality. I don't like making mistakes, and I don't deal with setbacks very well. However, my daughter has taught me to focus more on the positives and shake off the negatives. Now, I expect to have setbacks, and I treat them as a part of learning, growing and moving forward. As the saying goes, "If you're not crashing, you're not going fast enough."

Francis Hu is the president of Performance Composites, Inc. E-mail Francis at fnu@performancecomposites.com.

How Gestalt Saved My Business

QASIM HABIB EO KARACHI

Recently, my company was a victim of serious cyber crimes. Our ex-employees had hacked into our system and stolen customer data, along with other confidential company information. We immediately took care of the security leaks and embarked on legal action. This was my first experience in pursuing such legal course, and I wanted to know what to expect.

I addressed my situation in our next Forum meeting. Fortunately, my peers had plenty of experience in legal dealings of corporate and personal crimes. Pursuant to all Forum meetings, we followed Gestalt Language Protocol, where members shared their experiences without giving "advice." Some of the experiences were similar, and some were drastically opposing. However, since no one was giving advice, there were no debates, disagreements or conflicting views on how I should handle my dilemma. I picked up some invaluable points and continued toward a successful resolution of the situation.

Looking back, I believe that the Gestalt format was an excellent method of communication. A typical "free for all" discussion would probably have had the following drastic differences: First, the dominant speakers would receive the most talk time, and the quieter members would not be fully heard. Second, our members had widely varying experiences, and we would have ended up debating their views rather than focusing on my issue. Third, I would have received several pieces of advice regarding an action plan, including possibly contradictory ones. I would be under some pressure and obligation to listen to my peers' advice, and would probably let someone down if I didn't choose to do as suggested.

Thankfully, we employed Gestalt, and it proved effective. I'm thankful for my Forum and their support during this difficult time in my business, and for the opportunity to communicate my needs in a non-threatening environment.

Qasim Habib is the president of Quality Punch, Inc. E-mail Qasim at qasim@qualitypunch.net.

COMPANY CULTURE 30,000 FEET

FLOYD MARINESCU EO TORONTO

On a flight home from a Forum retreat in Barbados, I noticed something different—the WestJet flight attendants seemed happier. Even the guy conducting the seat belt-and-lifejacket skit was gesturing like a clown! It was the first time in 10 years of travel that I actually paid attention to the safety announcements, and there was a reason for it.

Around this time, I had finished reading several books on company culture. Having just discussed this topic with my Forum, I was intrigued by what I was seeing on the flight. It seemed I had stumbled upon a company that was actually applying the approach of building culture through higher purpose, core values and valuing their employees. I asked the flight attendants if the behavior I saw was something WestJet cultivated, and if they could describe their company culture.

Without hesitation, they shared how WestJet fosters their core values. Each employee wears a card that has the company mission, core values and the statement: “We are successful because I care;” there are four all-staff events a year, where personal-development opportunities are offered; there’s a Web site that enables employees to send “kudos” to one another; and core values are a key part of the WestJet recruiting process.

The last one really resonated with me. At the time, I was wondering how to evaluate if a strategic hire we were considering matched my company’s core values. The flight attendants told me that when it comes to hiring, WestJet:

- » Asks behavioral questions, whose answers would validate various core values
- » Starts with an open-ended question like, “Tell me about yourself,” and includes fun stuff on their written questionnaire, such as, “What is your favorite type of salad?”
- » Has a three-step review process in which they look for culture fits; they will choose less-qualified people who are culture fits over higher-qualified ones that are not

It was refreshing to hear these employees teach me about the importance of core values in business. Since that flight, I’ve sent a variation of this article to my staff, and it has helped put into perspective what we are trying to do with our own adoption of purpose and core values. Who knew a routine plane ride could offer a 30,000-foot view on company culture?

Floyd Marinescu is the CEO of C4Media Inc. E-mail Floyd at floyd@c4media.com.

EO: My Saving Grace

LEIGH MCDONALD EO PERTH

Our struggle had been ongoing for some time, but in one day my entire life turned upside down. My wife, Janelle, had been ill for a year with metastatic melanoma, which had spread rapidly throughout her body. I got a call from the doctor. Janelle’s life-threatening illness was so progressed that she was only given two or three weeks to live. She was 37.

I felt paralysed. What could I possibly do? Fighting frustration, the “why us?” syndrome and the feeling of soon being alone, I turned to EO, my relatively new support group, for assistance. I shared my story with our Forum Moderator, who accessed the member network. The response from EO members to assist me in this time of need was overwhelming, to say the least.

For example, EO Perth raised money to help hire care for Janelle, nannies for our two children and gardeners to keep our home, as well as pay for flights for my family to be with me after Janelle’s passing. Janelle’s passing ... I still couldn’t believe the diagnosis. Instead of looking forward to a long life raising our 4- and 6-year-old kids, we were now faced with the harsh reality that I would be doing it alone.

Another great sadness loomed over us. Janelle was very close to her grandparents, but her visits with them were few and far in between. The sad reality was that they lived too far away for one final visit. They were in their



90s, had never traveled on an airplane before and had no way of getting to Perth to say goodbye. I couldn’t beat the illness for Janelle, but at least I could try to get her in touch with her grandparents before the end.

Grasping at straws, I called Paul Claesson, a colleague and EO friend. He immediately contacted a member in Melbourne, and in one day they enlisted the support of local members to coordinate a video conference between Janelle and her grandparents. Janelle could attend the session in the hospital’s auditorium, while her grandparents could be transported to a nearby facility.

With help from EO chapters throughout Australia, all of the plans were in place. I

could not have managed this momentous event without EO. Even though Janelle was only strong enough for a 10-minute video chat, being able to see her beloved family one more time meant the world to her. And her grandparents still talk about how special those few moments were.

Although we are business colleagues, I know I can trust my fellow EO mates to go out of their way to aid a fellow member, and I will forever be in their debt. That’s the power of our organisation—we don’t just have strength of skill, we have strength of character.

Leigh McDonald (pictured) is the technical director of Leap Consulting. E-mail Leigh at lmcdonald@leapconsulting.com.au.

QUICK SHOTS

EO Beijing member **Jim James’** Morgan Classic Roadster was recently profiled in *Autocar China*, a leading automobile magazine in China. In this picture, Jim is standing to the right of local garage owner Li Xuan.

ACCELERATING THE ENTREPRENEURIAL JOURNEY

WILL HUMPHREYS EO ARIZONA
EO ACCELERATOR GRADUATE – MARCH 2011

Four years ago, a friend and EO member encouraged me to join Accelerator, a program that helps entrepreneurs gain entry into the organization. I had been struggling with my small business for some time, and this friend knew that I could be helped. I decided to join, but I never attended a meeting. I thought I was too busy and had too many “fires” to put out to attend any of the activities. After that year passed, I was at my wit’s end. My business owned me, and I was at its mercy. I decided it was time for a drastic change—either get help or get rid of the business.

I decided to seek help by finally giving Accelerator a try. After attending my first quarterly Accelerator event, I was shocked to see that other people shared in my pain. I was then put into an Accelerator accountability group with an EO mentor. For the first time, I began to see what it felt like to work “on” my business and not “in” it. The

results were incredible. I saw instant improvements at work, but nothing prepared me for the change that was to come.

I started seeing drastic shifts in my company’s culture, processes and profits. As my company grew, my challenges changed and my need for the accountability group grew. On one occasion, our EO mentor stayed home from skiing with his family in order to help prevent my business from collapsing due to its exponential growth. Talk about dedication! I was blown away by the continued support from my mentor and colleagues in the Accelerator program.

Thanks to Accelerator and EO, I graduated into the organization and have since doubled my profits. What’s more, I now have three office locations, and I feel as though I am just getting started. Whatever I do moving forward, I know that EO will be a part of it. I hope to give back for all I have been given by being the best EO member I can be.

Will Humphreys is the owner of Affinity Physical Therapy. E-mail Will at will@affinitypt.com. For more information on Accelerator, visit <http://accelerator.eonetwork.org>.

SUITING UP FOR JACK

TODD MCDONALD EO ATLANTIC CANADA

“We came together to support an important cause, and left as changed people.”





(LEFT TO RIGHT: CHRIS DOBBIN, TODD MCDONALD, PETER MCCORMICK)

I met Chris Dobbin about a year ago at an EO Atlantic Canada meeting in Halifax, Nova Scotia. In the weeks following, Chris and I exchanged e-mails about various topics. When a month passed without hearing from him, I fired a quick e-mail to follow up.

His reply: "Todd ... sorry I have been out of touch. I doubt you heard. Three weeks ago, our 5-year-old son passed away." I didn't know Chris very well, but I felt compelled to let him know I was praying for him, and that if he ever needed someone to talk to, I would be there. His reply: "I can meet you at Starbucks in an hour."

That afternoon, I listened to Chris's story while fighting back tears. Jack, the oldest of three children (Chris's wife was eight-months pregnant with their fourth child), was the last one in the family to get the flu that was going around. While checking in on Jack overnight, Chris noticed that his breathing had become labored. Before long, Chris was alarmed enough to call 911. By the time paramedics arrived, Jack had gone into a coma in Chris's arms. Three days later, Jack Dobbin passed away.

Over the coming weeks, I sent Chris the odd note to let him know that I was thinking of him, but I mainly tried to give my new friend space and time to heal and grieve. Around that time, I decided I was going to embark on a fundraiser to raise money for pediatric cancer charities. Specifically, I would swim from New Brunswick to Prince Edward Island to raise funds. I had a lot to do to prepare, so I started by informing my friends and colleagues.

As I sat at my desk preparing an e-mail to friends and family asking for donations, I came across Chris's e-mail address. You can imagine the alarm going off in my head telling me that under no circumstances should I ask a man who just lost his son to donate money to the cause.

But something came over me; something larger and more powerful than logic or reason. Every ounce of my heart told me that Chris had to know about this. So, with trepidation, I included him on the e-mail and hit send.

My heart skipped a beat 30 minutes later when I saw Chris's response in my Inbox. His reply: "Todd. As you can imagine, that was very hard for me to read. Can I swim with you?" I met Chris at the pool the next night. He had on surfer shorts, and didn't exactly look like Michael Phelps (I can say that because we're old friends now). It was April. In four months, we were going to swim 15 kilometers across the ocean. Chris had neglected to tell me that he didn't know how to swim.

We practiced, strategized and prepared for the big event. At 6 a.m. on 21 August—six months after losing his oldest son—Chris, myself and our friend, Peter McCormick, set out from Confederation Bridge to cross the Northumberland Strait. United for a cause, we called ourselves "Three Men in Suits." Ten minutes into the swim, Chris got severely seasick. Seven hours later, and after throwing up almost 40 times, Chris walked onto land in Borden, Prince Edward Island.

On an empty stomach and with a heavy heart, Chris had made it. He swam for Jack and the aptly named Jack in the Clouds Foundation, which helps children combat various illnesses. Chris never complained. He never made it about himself. He never doubted. On our way home, we were silent, knowing that what we did transcended our friendship. We came together to support an important cause, to remember someone so loved, and left as changed people.

Todd McDonald is the CEO of Energy Atlantica. E-mail Todd at tmcdonald@energyatlantica.com.

EO PARTNER PRESENTS

How to Green Your Business

Many business owners are interested in "going green," but perceived costs prevent them from taking action. The good news is that creating a greener workplace is much simpler and less expensive than you think.

According to **Yalmaz Siddiqui**, Senior Director of Environmental Strategy for Office Depot, there are some simple ways to jumpstart the green conversation at work.

"Start by making small changes to your everyday purchases and practices," says Yalmaz. "By starting small, you can go green without feeling overwhelmed. And once your small steps become habits, you can think about additional steps and broader programs."

Office Depot, an EO partner, offers a five-step program to help you create a greener workplace. By following the below steps, you can create a business that is more efficient, less wasteful and healthier.

1. Ask "Why Green?"

Establish priorities by deciding what you care about most. If cost-cutting is your priority, then choose greener products and practices that deliver cost savings. If you're concerned about climate change, focus on reducing fuel and energy use. If harsh chemicals are top of mind, seek non-toxic alternatives to current product choices.

2. Buy Green

One of the most common misperceptions is that buying green always costs more. In truth, buying greener products may cost less in the short and long term. To maximize savings, know that products can be green for a variety of reasons, including saving resources and reducing waste; saving energy and reducing emissions; and using safer chemicals. The greenest options are those that result in a lower environmental impact across one or all of these dimensions.

3. Be Green

Outside of the products they purchase, companies can also be green and save money through daily practices. To be green in the office, consider starting a program to help employees reduce waste, fuel and energy. You can decide where to focus your actions based on priorities and your company's economic interests.

4. Sell Green

New green thinking is all about encouraging small steps in a greener direction. By "selling" the idea that employees and customers can benefit from making greener choices, they are more likely to join your efforts. One of the best ways to encourage greener practices is to run pilots on greener products or processes. This helps people become comfortable about changing habits. Saving money is another strong driver of behavioral change—a financial model to show how going green can improve the bottom line is something even naysayers will find hard to ignore.

5. Talk Green

A growing number of customers are interested in what companies are doing to be greener. By developing a communications plan that describes your green programs and the benefits they offer customers, you can differentiate your organization while attracting new customers and top talent.

For more tips on how to green your business, or to learn how EO's partnership with Office Depot benefits you, contact **Erik Witzel**, EO's Strategic Alliances Coordinator, at ewitzel@eonetnetwork.org.

BROUGHT TO YOU BY

Office DEPOT.



Packing a Punch

DYLAN PEDERSEN EO IDAHO

What can you do with three minutes? Smoke one third of a cigarette. Wait for the light to change. Read a page in a book. Beat yourself into total exhaustion. Guess which one I did.

Not too long ago, I decided to fight in a beginner boxing event. I used my fists in a civilized way, with a professional referee and judges in a real ring. Two men, 16-ounce gloves, head gear. Three rounds, one minute each. Total investment: 27 hours for three minutes in the ring. It was worth every second.

Why did I, a 37-year-old entrepreneur with a wife and three kids, choose to do this? Did I fight because I was middle-aged? Did I have something to prove? Probably. Still, I'd like to think it was because I had never done it before, and because it's the last thing someone like me would ever do. Also, I've always wanted to know if I could take or give a punch. Turns out I can do both.

What did I learn from this experience? I learned that I surprised (in a good way) most of the people who know me. I learned that I still flinch, and that I like to be the center of attention. I learned that the one thing worse than a broken nose and two black eyes is growing comfortable and no longer trying new things in work and life.

More than anything, this fight taught me that I don't have the focus I'd like to have, and that it is a skill I need to improve. Also, I'm not committed all the time. I watch TV while playing with the kids, and I let little issues distract me from my strategic goals at work. What does all that mean? It means I'm human, that I have things to work on, and that I'm alive and doing the best I can at becoming more attached to the present.

Was getting in that ring a good decision? Yes. It was a once-in-a-lifetime experience—and I'll never do it again. This experience was better than life-changing, it was life-reaffirming. After three rounds of boxing, I've been reminded how life is about the people you choose, the plans you make and the actions you take to move forward.

Dylan Pedersen is the president of Ataraxis, Inc. E-mail Dylan at bigd@dylanpedersen.com.

I was never what you would call a "mainstream" kid. After high school, when most of my friends enrolled directly into university, I decided to become a fisherman on a Greek island for a year. The goal was to spend some time away from my family and figure out what to do with my life.

That year, while my friends were studying, I was sailing a little boat, trying to plan my future. After giving it a lot of thought, I decided to become an entrepreneur. I wanted to develop innovative products that would make the world a better place. I wanted to make a difference in my community.

I got the idea when I was interacting with the dolphins that routinely swam by my boat. These gentle creatures of the sea were beautiful but pesky—they would steal fish and rip my netting to shreds. While they caused me a lot of trouble, these dolphins would come to define my calling as an entrepreneur.

Though it's been 20 years since I sailed that boat, I find that the dolphins are still with me. After that journey of self-reflection, I came to learn that dolphins are in constant conflict with fishermen around the world. They cause massive damage to the catch and nets, and they can be a

great burden on the income of hard-working men. On the other hand, dolphins often die as unwanted bycatch. The casualties number in the hundreds of thousands per year, and some species are bordering on extinction.

It saddened me to think that these wondrous creatures would die on their natural quest for food. So, in 1997, I started SaveWave, a project aimed at developing ultrasonic devices that are placed on fishing nets. These transmitters disturb dolphins' sonar systems, keeping them at a safe distance without harming them or the environment. The item also prevents damage from occurring to fishermen's catch and nets.

I believe that to develop a sustainable innovation in today's business world, an entrepreneur needs to make sure that the knife cuts on both edges. In our case, we aimed to offer clear ecological benefits for the environment and great economic advantages for the people who use our products. It took me two decades to help the dolphins, but the feeling of contributing to their welfare makes it all worthwhile.

Floris Koumans is the Dga of Top Floor B.V. E-mail Floris at f.koumans@orangepearl.com.

EO ASKS

How has EO impacted your life or business?

"For the past 11 years, EO has provided me with a constant stream of opportunities to learn and grow, great global friendships, fantastic support and an awesome community. Joining EO has been one of the best decisions I've ever made."

STUART CHRISP EO NEW ZEALAND

"EO is like a spice channel in my life. It gives me ideas for innovation and creativity, and helps with personal and business growth."

SRINI LOKULA EO PHILADELPHIA

"I recently faced challenges with opening a section of my business in another state. One call to the EO chapter in that state and everything was taken care of. Weeks of headaches were resolved in 10 minutes! That's the value of EO."

STACEY FOX EO IOWA

"Thanks to EO, I've made great friends, and have been given opportunities to attend some very interesting events. I also receive exposure to the best businesses in the world!"

GAURA DUBEY EO INDORE

QUICK SHOTS



EO Hong Kong member Sally Ngan's baby, Serene, is starting her EO journey early.

My Most Powerful Business Partner is My Husband

MARLOW FELTON EO COLORADO

Combining finances with a spouse can be difficult enough; add a business partnership to the mix and things can get complicated! My husband and I discovered how tough it could be in 2008. Our business and our relationship hit rock bottom. It was a turning point for us, emotionally and financially. However, we learned some valuable lessons throughout this trying experience.

My husband and I have run a financial services firm together for seven years. In early 2008, we had achieved moderate success, but our personal finance situation was less than desirable. I became increasingly uncomfortable with the level of spending and debt my husband was incurring. Instead of facing the issue, we just put our heads down and kept working harder, thinking that if we made more money, our problems would be solved.

That didn't work. I became increasingly frustrated, tired and angry. Our business didn't increase—it decreased. This vicious cycle continued until I erupted at my husband one night. I called him every name in the book, and rattled off all of the reasons why I was unhappy. He turned to me and asked, "Then why are you married to me?" Great question. I was forced to consider the value he brought to my life. I was not willing to be without those qualities: his entrepreneurial spirit, his sense of humor, his rock-solid character. So, I decided to be grateful for the qualities I loved in him, and let go of the resentment.

We agreed that our current reality was not what we wanted, so we came up with a list of things we did want. We began by prioritizing our goals and developing a business plan to achieve each. We identified the cost of each goal and broke them down into weekly activities; communicated frequently to ensure those goals aligned with our dreams; watched out for the frustration, anger, fear or resentment "red flags" (signs to take a step back); held weekly mastermind meetings for accountability and brainstorming; and asked for guidance from friends we trust and respect.

In essence, we started treating our personal finances like a business. The result? In the past three years, our business and income have doubled, and we've worked less while enjoying each other more. Ultimately, I learned that like a business, a marriage takes a lot of work, especially when it comes to finances. By setting expectations and staying transparent in our communication with one another, we were able to get back on the right path.

Marlow Felton is the owner of Investment Advisors International, and the co-author of *Couples Money* with her husband. E-mail Marlow at marlowhb@comcast.net.

THE ACCOUNTABILITY FACTOR

DEREK PRESTON EO SAN DIEGO



As I took the last step up the ancient stone staircase and walked to the edge of the sun gate, I got my first glimpse of one of the most spiritual places on earth— Machu Picchu. As the rest of my Forum mates made their way to the top, we broke out food and water, sat on the ledge overlooking the massive ruins and caught our breath from the seven-hour hike that had taken us up to the 8,000-foot plateau. We joked, laughed and smiled at the accomplishment we had made. It was a great moment in my life.

As entrepreneurs, we all seek to live lives of abundance— financial abundance, physical health, spiritual realization, emotional stability, etc. What has made EO such a great experience for me has been the emphasis on balancing these goals and finding a group of peers that is willing to act to achieve them, support each other and hold each other accountable. The trip to Peru was a perfect example of the power that EO has to influence people's lives.

Individually, I don't think any of us would have overcome the inertia of daily life to make a 4,000-mile journey to the highlands of the Andes Mountains. There were a million reasons not to go. Ultimately, the reason we were able to stand shoulder-to-shoulder at the top of Machu Picchu and see something that few ever will was because we had committed to each other that we would make it. As a group, we were stronger than all the excuses. As a group, we had made one another better and pushed each other to accomplish something that will stay with us the rest of our lives. That's what EO is all about, and that's what EO means to me.

Derek Preston (pictured, top middle) is the founder and CEO of SNAPforSeniors, Inc. E-mail Derek at derek.preston@snapforseniors.com.

LESSONS LEARNED

Following the Right Path



Who do you respect more: someone like John Rockefeller, who built a money-making empire, or someone like John Harvard, who created a leading educational institution? EO Japan's **Yoshito Hori** (pictured) recently faced this dilemma with GLOBIS, one of Japan's leading venture capital firms.

The Problem:

I started GLOBIS in 1992, and within 10 years we achieved a 30- to 50-percent annual growth rate and made more than US\$10 million in profit. Though we were successful, we ultimately had to decide what direction we wanted our business to take: go public and capitalize on our success, or convert the business into a not-for-profit? If we chose the former, we knew we would become very rich. If we chose the latter, we could create Asia's number one business school.

The Solution:

We spent a year and a half mulling over the options, trying to reach our conclusion. Personally, I went through a lot of philosophical questioning: What do I want to use my life for? What do I value the most? To find a resolution, I used meditation to remove myself from greed and the desires for money, power and fame. In time, I began to realize who I truly was and what I wanted to achieve in life and business.

The Lessons:

In the end, we decided to create a foundation and donate our business and cash. Since our decision, GLOBIS has become the largest business school in Japan, and we're following the path to become number one in all of Asia. Looking back, I don't regret my decision. My friends have become billionaires, but I made the right choice. I enjoy teaching, educating leaders and creating new industries. I guess I decided to follow John Harvard's path.



“What just happened?!”

It was a question I was almost too shocked to answer. The adrenaline was still coursing through my system, and even though the night air was cold, I was sweating. Hard. I sat on the side of the road with my head in my hands, as the realization of the event that nearly killed me started to dawn.

After leaving the office at 2 a.m., I fell asleep while driving home and hit an intersection at around 60 mph. Luckily, I wasn't hurt, and no one else was involved. The car wasn't so lucky. Looked at in isolation, it was an unfortunate accident caused by fatigue. When looking at the bigger picture, however, it revealed a much deeper pattern that was running my life.

It started when I dropped out of school at 16; being branded a “failure” by the education system made it easy to feel a lack of self-worth. Still, I was determined to prove my way in the world. Showing a flair for entrepreneurship, I started my first business with my last 20 pounds. I was 17 when I began selling toys at markets and handling car boot sales. Five years later, I had a string of successful businesses across a range of industries, dozens of staff and millions of pounds in turnover.

To the outside world, it probably looked like I had ticked the box called “success.” But what people didn't see behind the Ferraris and champagne was a stressed and unhappy entrepreneur still trying to prove he was good enough. When I maxed out my working capacity at 133 hours a week, it was only a matter of time before fate would realign my views on life ... starting with the crash.

As I sat on the side of the road waiting for the tow truck, I realized it was time to start asking myself some honest questions about why I was doing what I was doing. For once, I wasn't going to be afraid of the answers. The truth was as obvious as it was painful— up to that point, my life, the businesses, cars and toys, it had all been about ME. Me proving I was good enough; me craving the validation that I thought would come with the big house and fat wallet. Me, me, me.

And yet, upon reflection, the happiest times I had experienced had been the rare occasions when I'd focused on doing what mattered most for others. That realization alone was huge, and it led me to see business as a way to add value to the world, not take me on an ego-driven quest for significance. Been there, done that, nearly died. Looking back, the car crash was a blessing in disguise. Today, I have a greater awareness of giving back and a better appreciation for the value of life.

Peter Sage is the principal of Space Energy. E-mail Peter at p.sage@SpaceEnergy.com.

WHAT EO MEANS TO ME

TRAVIS HOLOWACH EO EDMONTON

What does EO mean to me?
It's like an extension of my family
It's sharing and laughing and sad times, too
Personal experiences— what we've done, not what we'd do

It's learning and growing
And making new friends
It's taking chances and risks
The thrill never ends

It's good times and bad times
Professional growth for all
It's learning from our Forums
Through Gestalt Protocol

It's where fame and fortune
Come to play
From a private KISS concert in Vegas
To the Playboy mansion in L.A.

But it's not all about the money
It's about giving, too
To the less fortunate and homeless
The bare essentials and food

It shrinks our nation and binds our city
It showcases our true personality
It's where you'll find a helping hand
From your home chapter or a far-off land

If it's a shoulder to cry on
You'll find one here
So your spouse can still think
You're as tough as you appear

EO is where you'll come to find
We're challenging each other with resourceful minds
We're supportive and thoughtful
And when needed, we're even there for a funeral

EO has taught me to be a better me
For my wife, my kids and extended family
I'd be a lost soul without it, of that there's no doubt
I'm twice the man today, than I would have been without

Travis Holowach is the owner of R3 Deconstruction & Demolition. E-mail Travis at travish@r3demo.com.

FUELING THE ENTREPRENEURIAL ENGINE (LITERALLY)

In May, EO UK-London's **Harry Lyon-Smith** (pictured) took the concept of the entrepreneurial journey to a new level by embarking on a trek around the world. His vehicle of choice: a motorcycle fueled mostly by vegetable oil. *Octane* caught up with Harry during his environmentally friendly adventure.

Talk about an entrepreneurial journey! What inspired this trek around the world?

"The simple answer is that ever since I can remember, I've had a yearning to travel. However, it really hit me while I was in Cambodia last Christmas. I began fantasizing about riding a motorbike around the world. The fantasy dictated that any self-indulgent journey of mine had to leave minimal carbon footprints on the environment. There were many immediate barriers, but within a few weeks, I had nothing stopping me from going."

What do you hope to get out of this trip?

"I suppose it's the satisfaction of doing the trip, taking a lot of time off without burning any bridges, seeing the world and meeting new people. I'm looking forward to finding new markets, witnessing the world developing and forming my own opinion about it. I am extraordinarily lucky to be able to do this, and not to do something with this luck would be an awful waste."

You're a busy entrepreneur. Why take this journey now?

"In another 10 years, I might not have the desire or energy to undertake such a trip, and then it would never happen in my lifetime. Also, my business is in a good place and growing confidently, so that helps."

What challenges have you faced while on the road?

"There have been a few mechanical things that needed fixing, but that was no trouble. For me, the biggest surprise is that when you're traveling alone, there are times when you are very alone. That may sound obvious, and it is, but I had this stupid idea that I would stop every evening and automatically chat with people. That is not the case, and I have gotten use to my own company now more than ever. I have also been surprised at how easy this trip suddenly became, and how the fears and barriers just do not exist if one's mind is set on something."

As you continue your journey, what have been some memorable moments so far?

"Crossing the Indian Himalayas will be a memory that I will always treasure, and traveling one of the highest and most challenging roads in the world was just extraordinary. Also, witnessing the wildly developing country of Turkey was memorable. Every single road I traveled was being developed into dual carriageways, and apparently it's the same throughout the country."

How will you incorporate these experiences into your business or everyday life when you're finished?

"I intend to hook back into the business full-time and with some newly acquired worldliness, as well as help develop what we do to greater effect in our markets. Not sure about my private life, but I am sure it will be a bit different."

How did EO play a role in this adventure of a lifetime?

"During a Forum retreat in France three years ago, our facilitator conducted an exercise that asked us what we would do if we had two years off. I said I would do a lot of traveling. Since then, my Forum, chapter mates and other EO members have been completely supportive of my goal. EO has been a fundamental enabler of this trip, and I will be forever grateful to the organization and my pals in it."

To learn more about Harry's journey around the world, visit www.vegibike.com. You can also reach Harry at harry@illustrationweb.com.



**CHANGE
THE WORLD!**

CHANGING THE WORLD – FIRST STOP, AMSTERDAM!

From 14-18 September in Amsterdam, the Netherlands, more than 500+ EO members and guests united under a theme of “Change the World” at the **2011 EO Amsterdam University**. Eager to learn how they can impact global growth, members from around the world came together to experience the local culture, network with peers, build new friendships and hear from notable speakers like former United Nations Secretary General Kofi Anan and Nobel Peace Prize winner Dr. Muhammad Yunus.

Throughout the event, attendees participated in inspirational workshops, witnessed cultural festivities and were treated to a surprise Q&A session with Internet activist Julian Assange, among other once-in-a-lifetime opportunities. In recognition of their hard work and passion, a big thank you goes out to EO Netherlands and the University committee: **Maarten Wolleswinkel, Fleur Sluijter, Sjaak Vink, Jeroen van den Brink, Pieter Bas Boertje, Kim Bakker** and **Maikel Hendriks**.

To see a recap of the University, scan the QR code at right:

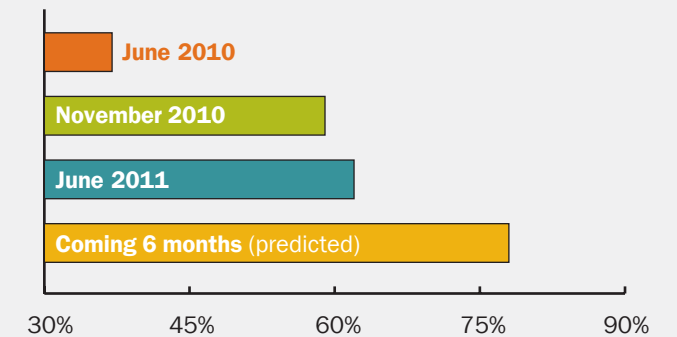


Entrepreneurs and their businesses drive the global business landscape. The **Global Entrepreneur Indicator** taps into the minds of the world's leading business owners to identify trends in the world economy.

For more information, visit www.entrepreneurindicator.com or scan the QR code below:



The percentage of entrepreneurs worldwide who experienced a net increase in profits in the six months preceding the survey.



*New data available 1 January 2012.

EO OPPORTUNITIES IN Q3

JANUARY

START YOUR PATH TO EO LEADERSHIP

Since 1987, EO has been led by its members— now is your chance to impact the organization that has transformed your life and business! Applications are currently available for Global leadership positions. If you have leadership skills and an interest in influencing the future of EO, we encourage you to apply before the 16 January deadline. For more information, contact **Linda Surles**, EO's Director of Global Board Operations, at lsurles@eonetwork.org.

FEBRUARY

EO ALL-MEMBER SURVEY LAUNCH

The **2011/2012 All-Member Survey** will launch on 1 February, and will be open the entire month for member participation. As a membership barometer, the survey helps Global and your chapter leaders better understand how EO members feel about their experience, what is working and what needs improvement. For more information, please contact **Frank MacPherson**, EO's Director of Marketing, at fmacpherson@eonetwork.org.

MARCH

GLOBAL LEADERSHIP CONFERENCE (GLC) REGISTRATION

Are you an incoming or existing EO leader? EO will be hosting its annual GLCs from 10-12 May in Vancouver, Canada, and 24-26 May in Manama, Bahrain. Throughout the events, officers will exchange best practices, participate in learning workshops, network with other leaders and hear from the Global Board regarding EO's strategic plan for FY2012/2013. For more information, go to <http://events.eonetwork.org>.

MEMBER SPOTLIGHT



DAVID COHEN

EO SOUTH AFRICA – CAPE TOWN
CEO OF DESIGN LIAISON
JOINED EO IN OCTOBER 2011

What inspired you to join EO?

“Being a business owner, I have found that it is often lonely not having a ‘boardroom’ where you can discuss issues, share new ideas and be challenged. That inspired me to join EO. I now have that boardroom experience I lacked!”

What do you hope to get out of your EO membership?

“Apart from the boardroom aspect, I like what Forum can offer, as well as the global network of like-minded business people that I can tap into.”

What are your next steps in business?

“I am about to launch a new brand aimed at ‘twens’ (children aged 9-14). This is very exciting and nerve-wracking, as it is a completely new market for us. I am also in the process of bringing a software package I designed to market. I hope that through EO I can add value to this, as it is a completely different type of business model than my clothing-design business.”

What about being an entrepreneur do you love?

“I love that you can just point your arrow and go there. You own your destiny. You can shape your future and mould it to how you aspire to live.”

What's something most people don't know about you?

“I am a daydreamer...”



Brisbane Member Honored for Entrepreneurial Spirit

EO Brisbane member and CEO of Technigro **Nick Bloor** (pictured at right) recently received the highest individual national award by Family Business Australia. The Jason Lea award is presented to an entrepreneur who best exemplifies a strong entrepreneurial spirit and a relentless commitment to excellence in a family business.

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

Please include a 300-dpi headshot with your submission.

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



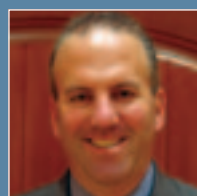
Member Recognized for Financial Excellence

EO Cincinnati member **John Dovich** was recognized by *Cincinnati Magazine* as a 2011 FIVE STAR Wealth Manager. This is the fourth consecutive year that John was recognized.



Calgary Member Spotligted Online

Zahra Al-harazi, an EO Calgary member and the creative director of Foundry Communications, was recently featured on AlbertaVenture.com. She was also named "Entrepreneur of the Year" in Chatelaine's "2011 Women of the Year" awards.



Philadelphia Member in *Wall Street Journal*

Lenny Feltoon, an EO Philadelphia member and president of Countrywide Pre-Paid Legal Services, Inc., was recently published in *The Wall Street Journal*. In the article, "Sales Tip: Read Those 'Out of Office' Replies," Lenny shared how automated e-mail replies serve as great sales leads for his business.



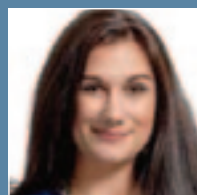
Malaysia Member in Forbes

EO Malaysia member **Yoon Li Yong's** company, Royal Selangor, the world's largest pewter maker, was recently featured in an article on Forbes.com. The article described the history of the company and how they're preparing for the future.



Member Wins Prestigious Award

EO Minnesota member **David Kolb's** firm, Global Tax Network (GTN), recently received the 2011 "Tax/Legal Services Provider of the Year" EMMA award at the annual U.S. Global Mobility Summit. The award reinforces that GTN's team of professionals "walk the talk" of quality performance in the area of global mobility.



Member Shares Insights in Local Business Times

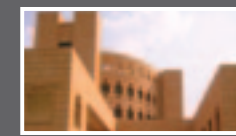
EO Pittsburgh member **Angela Carr** was featured in the *Pittsburgh Business Times* for her company, Turbie Twist, LLC, which began with the re-branding of the Turbie Twist, a super-absorbent towel. In the article, Angela discussed the future of her business.

GLOBAL LEARNING CALENDAR

MARCH 2012

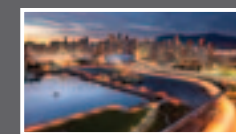


18-21 | GLOBAL POLICY SUMMIT
Washington, D.C., USA



22-25 | EO/INDIAN SCHOOL OF BUSINESS EXECUTIVE BUSINESS GROWTH PROGRAM
Hyderabad, India

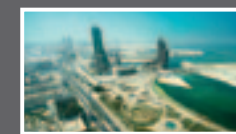
MAY 2012



10-12 | GLOBAL LEADERSHIP CONFERENCE
Vancouver, British Columbia, Canada

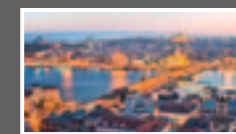


23-27 | ENTREPRENEURIAL MASTERS PROGRAM
EMP Class of 2014, Year 1
Dedham, Massachusetts, USA



24-26 | GLOBAL LEADERSHIP CONFERENCE
Manama, Bahrain

SEPTEMBER 2012



19-23 | EO ISTANBUL UNIVERSITY
Istanbul, Turkey

For more information or to register for an event, please scan the QR code at right or contact events@eonetnetwork.org.



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