

Highlands & Islands Enterprise Entrepreneurs Growth Programme (EGP)

Designing, Leading & Building a World Class Management Team

A high quality seminar and workshop for Entrepreneurs, CEOs and their top business executives from innovative, fast-growing companies, featuring case studies and lectures, interactive discussions, participants presentations, “hands-on” exercises, and the opportunity to step back and reflect in the company of like-minded leaders

Led by:

LAURA BARKER MORSE

Managing Director,
Entrepreneurship Ventures, Inc.

and

KENNETH P. MORSE

Founding Managing Director,
MIT Entrepreneurship Center

&

Chair in Entrepreneurship, Innovation and Competitiveness,
Delft University of Technology, Delft, The Netherlands

INVERNESS, Monday/Tuesday, 15 - 16 February 2010

... “Laura and Ken are a great mix of thinkers, practitioners, story tellers and charismatic presenters. They also have a nice sense of humor. This allows them to be very effective with entrepreneurs who have a similar construct. Their instruction has been fun to participate in and very helpful to our growth and bottom line results.” —

- Helmut Kirchner, CEO, Cybertec, Trieste, Italy, and Sales River, Menlo Park, CA, USA

Effective Leadership and World Class Teams are the Foundation for Sustained Success

For many entrepreneurs and CEOs, one of the most pressing questions is about developing and implementing an effective leadership style, and how to build their team to achieve a high-growth, long-term, globally sustainable company.

This workshop will address these questions and will provide you with a number of critical concepts and competencies that will be useful to you in both the short and long term.

Throughout the **workshop**, there will be a dual emphasis, both on thinking systematically and strategically about aspects of **designing** and **leading** a rapidly growing **team** to build the organization, and on the actual implementation.

... "We always look forward to Ken and Laura coming to Scotland with their workshops as they never fail to light the entrepreneurial fuses of our local business leaders and create a real lasting buzz in the region. Their workshops bring a whole new dimension of entrepreneurial skills development to our companies with the team's impressive combined global expertise." —

- Stephanie Anderson, Development Manager, Highlands & Islands Enterprise, Business Growth & Research Group, Inverness, UK

The **workshop** will assist CEOs and top executives to better design their organizations, to sharpen their **leadership** skills and style, and form and mature their management **teams** to operate effectively within the global competition.

The primary course materials will include a series of cases studies and articles illustrating best practices. You will also be provided with supplementary readings and lectures that will supply concepts and frameworks. The homework includes watching a 2-hour movie and taking an on line personality survey.

... "The quality of the material, the dynamic and engaging style of delivery and the practical real-world examples made the workshops by Ken and Laura unlike any others I have attended. Expect to come back from the two days with a completely different perspective on how to successfully accelerate the growth of your company." —

- Jim Black, Marketing and Business Development Manager, Bloxx Ltd, Livingston, UK

... "Through a methodical process and with great real world stories, Laura and Ken are able to get to the core of developing a winning business strategy in a remarkably short period of time. They bring a tremendous base of valuable experience and an interactive teaching style that shows us how to quickly and effectively apply this to our companies." —

- Mario Girard, Managing Director, Fondation de l'entrepreneurship, Québec, Canada



Laura Barker Morse

- Managing Director, Entrepreneurship Ventures Boston, MA, USA
- Co-instructor with Prof. Diana Burton (2009) at MIT Sloan School: “Designing & Leading the Entrepreneurial Organization”
- Former Human Capital Partner, Atlas Venture London, Paris, Munich, and Boston
- Former Senior executive with S.W.I.F.T. sc, Belgium
- Prior twenty years as a Partner with Leading Global Executive Search Consultancies, Russell Reynolds Associates and Heidrick & Struggles in Chicago, Boston, and Brussels
- B.A. and graduate work, University of Iowa, Elected to Mortar Board

Laura Morse has deep experience in strategic human capital issues including recruitment, organizational development, and total reward and compensation systems.

... “I have worked with Laura for years on numerous engagements for Atlas Venture’s portfolio companies and she is the best advisor to entrepreneurial firms and their management teams in the HR arena that I have ever worked with. Laura is sharp, insightful, highly knowledgeable and able to balance multiple, competing interests. She is a true pleasure to work with.” —

- Jack Dolmat-Connell, CEO of DolmatConnell Partners, Boston, MA, USA

Track Record

Laura Barker Morse started Entrepreneurship Ventures, Inc., a consulting and coaching practice, in 2008, in response to requests from startups in Scotland, Spain, Québec, and the Boston area. From 1999 till 2008, Laura was Human Capital Partner at Atlas Venture, the largest transatlantic early stage technology venture capital firm. She worked closely with Atlas portfolio companies on strategic human capital issues including recruitment, development, and reward systems. She acted as her firm’s senior human resource professional and as liaison with consultants and preferred providers of recruitment, compensation, and human resources.

Prior to joining Atlas Venture, Laura worked in Brussels for S.W.I.F.T. sc, the global financial telecommunications consortium, where she reported to the CEO during a strategic reorganization and led management planning, worldwide recruiting and expatriate services. Laura recruited over 250 European and Asian executives.

Before that, Laura spent twenty years in technology executive search with Russell Reynolds and Heidrick & Struggles. She joined Russell Reynolds in 1977 in Chicago and helped open their Boston office in 1981. As Managing Director and global Practice Leader of the Venture Capital practice, she worked worldwide with venture firms and their portfolio companies. In 1991, she joined Heidrick & Struggles as a Partner in their Technology practice, relocating to their Brussels office in 1992.

Laura is a graduate of the University of Iowa where she was elected to Mortar Board. She is a frequent speaker on recruiting, team building, and career planning at workshop around Europe, and also leading business schools including Solvay (Belgium), Harvard Business School, and MIT/Sloan. Laura served for ten years as a Trustee of The Computer Museum, and is currently both a Trustee and Chair of the Overseers Nominating Committee of the Museum of Science (Boston). She is a member of Hestia, a charitable giving circle. She currently serves on the Board of Advisors of Aura Biosciences, a Madrid-based oncology start up.

... “Laura Barker Morse is one of the true worldwide experts in the field of Human Capital. As Chairman and/or CEO of multiple Atlas Venture portfolio companies, I rely on Laura’s expertise when it comes to the critical HR matters including the recruitment of executives and board directors, executive compensation analysis, and the creation and implementation of retention or bonus programs. With 30+ years of worldwide experience in the field, Laura’s coaching gets directly to the matter at hand and consistently provides unique perspectives for a quick resolution.” —

- Gerald W. Wesel, Chairman & CEO, Ellacoya Networks, Inc., Memmuck, NH, USA



Kenneth P. Morse

- Founding Managing Director, MIT Entrepreneurship Center
- Chair in Entrepreneurship, Innovation and Competitiveness, Delft University of Technology, Delft, The Netherlands
- Visiting Professor, ESADE Business School, Barcelona, Spain
- Serial Entrepreneur
- Bachelor of Science, MIT, 1968
- MBA, Harvard Business School, 1972

Ken has been a high performance leader in global high tech sales and sales management for over 35 years.

... "Ken has spent a lot of years doing the exact same thing we're all trying to do - taking software companies international. A lot of brochures make the content sound good but fail to deliver - Ken delivers!"

- Mike Dennehy, CEO, Vision Software, Mount Maunganui, New Zealand

... "Ken Morse is a charismatic man. I learned a lot from him - also intuitively."

- Christian Dittrich, Step Ahead AG

Track Record

Prior to joining the MIT Entrepreneurship Center as Founding Managing Director in 1996, Ken Morse was a co-founder of six high-tech companies, together with MIT friends and classmates. Five of these ventures had successful IPOs or mergers; one was a disaster. They included 3Com Corporation, Aspen Technology, Inc., a China Trade Company, a biotech venture, and an expert systems company. Ken was either the CEO or responsible for part or all of the Sales organization in each of these new enterprises. During his 4+ years as Managing Director of AspenTech (AZPN) Europe SA/NV, Ken's team achieved 18 consecutive quarters of on-target sales performance by building close strategic relationships with the leading chemical and pharma companies throughout the region. He grew the AspenTech EMEA organization from 22 to 200+ employees with basically zero staff turnover, and expanded sales revenue 600% - 900% with key client relationships.

Ken's interest in international high tech ventures began at MIT, where he graduated with a BS in Political Science in 1968 followed in 1972 with an MBA from Harvard Business School. Upon graduation, he joined Schrodgers, the UK-based merchant bank, where he was personal assistant to Jim Wolfensohn, former President of the World Bank.

In 1975 Ken formed a trading advisory company under the aegis of Chase Manhattan Bank to assist U.S. technology-based companies such as IBM, General Motors, Gillette, Hughes Aircraft, Mine Safety Appliances, Waters Associates, and others to enter the China market. Ken lived in Beijing for five years during the latter half of the Cultural Revolution.

In 1980, Morse relocated to Silicon Valley as a founding member of 3Com Corporation. In the thirteen years that Ken served as Founding Managing Director of the MIT Entrepreneurship Center, the number of students taking Entrepreneurship Courses increased from 220 to 1,600 per year while the number of professors grew from 3 to over 36. Ken was named "Education All Star" by *Mass High Tech* magazine.

Ken is a member of the Council on Foreign Relations (New York City) and the Cercle Royal Gaulois Artistique & Littéraire (Brussels). Ken is a member of the Board of Advisors of three early-stage Venture Capital Firms: PolyTechnos Venture-Partners (Munich), Rudyard Partners LLC (Boston), and The Entrepreneurs Fund III (Silicon Valley). Ken serves on the Board of Advisors of Denkwert GmbH in Germany, iMotions - Emotion Technology A/S and Zylinc ApS in Denmark, Naseeb Networks and Sofizar in Pakistan, as well as Dynasil, and several MIT spin-offs, including Terrafugia, Inc.

Ken speaks fluent French and some Chinese. When he is not helping young companies to succeed, Ken enjoys sailing his wooden boat with his family around Cape Cod.

He is currently writing a book about globally minded entrepreneurs far from Silicon Valley and Route 128. The working title is "Making it Happen Globally".

TOPICS, CASE STUDIES, EXERCISES, and PARTICIPANT PRESENTATIONS

1. Management vs. Leadership: A Fundamental Difference

- The important difference between the two
- The role of each, and how to integrate
- Discussion of 'Twelve Angry Men': Lessons learned

2. Leadership Research

- The MIT Leadership Project, and
- Other relevant research
- Proven structured methodologies

3. Successful Leadership Style and Self assessment: The Mark Ain Case

- Definition of the different leadership styles
- Personal and organizational tendencies

4. Leadership, Corporate Culture and Growth: The 'Meg Whitman at eBay' Case

- Techniques for becoming a more dynamic and innovative leader
- Issues on 'Onboarding'

5. Building a World Class Entrepreneurial Team: The Role of the CEO

- Recruiting, retaining, motivating, and
- 'Topgrading' your team

6. Working Exercises for the Participants: Challenges in Organizational Design

- Selected Participants analyze and present their own relevant challenges and opportunities, focusing on concrete plans for implementing lessons learned, and receive real time feedback from the instructors.
- All Participants practice and 'pitch' their organization to potential new team members

AGENDA OF THE PROGRAMME

DAY 1 - MONDAY, 15 February 2010 - Fundamentals

- 09:00 – 09:15 Introduction, Overview and Goals of the ‘Entrepreneurs Growth Programme’ and this workshop
- 09:15 – 09:45 Management vs. Leadership: A Fundamental Difference
- The definitions of management, organizational design, leadership and team building
 - The role of each and how to integrate
- 09:45 – 10:15 Situational Analysis & Topic Selection
- Selected participants identify a specific problem/highest leverage they want to focus on
 - Results will influence priorities and content of the balance of the programme
 - Potential topics: group dynamics, balanced leadership team, change management, communication, recruiting, and top grading your team
- 10:15 – 10:30 *Short Break*
- 10:30 – 11:30 Lessons on Leadership from “Twelve Angry Men”
- Lessons on decision making and leadership
 - Creating an environment where the best idea wins out, not the strongest personality
 - Methods to break down destructive resistance
- 11:30 – 12:20 Leadership Research
- Results of leadership research at MIT and the resulting MIT Leadership Project
 - Importance of other relevant research
 - Translating into behavior modification – proven structured methodologies
- 12:20 – 13:30 *Lunch*
- 13:30 – 15:00 Leadership, Corporate Culture and Growth: The ‘Meg Whitman at eBay’ Case Study
- Case discussion
- 15:00 – 15:15 *Short Break*
- 15:15 – 16:00 Review of Recruiting Best Practices
- 16:00 – 17:30 Practice Your Recruiting Pitch
- 17:30 – 19:00 *Cocktail and Live Graded Pitch Exercise to Potential New Team Members*
- 19:00 – 21:00 *Networking Dinner Hosted by the Participants and the Organizer*

AGENDA OF THE PROGRAMME

DAY 2 - Tuesday, 16 February 2010

- Applying to Your Own Venture -

- 08:30 – 10:00 Building Your Venture: Understanding the Diversity of Teams
- Discussion of the Mark Ain Case
 - Introduction to the Results of the survey 'As I See Myself'
- 10:00 – 10:15 *Short Break*
- 10:15 – 12:00 Review of the Survey Results: Individual Profiles with Group Exercise
- 12:00 – 12:30 Coaching from Instructors on Topic Presentations
- Helping teams to think through the topic they have chosen, and coaching on how to apply the concepts they have learned to real situations when they return to work
- 12:30 – 13:30 *Lunch and Continued Coaching*
- 13:30 – 15:00 Participants' Presentations on Leadership and/or Change Management
- Attendees present to the class relevant opportunities for leadership in their businesses and concrete plans for implementing lessons learned once they return from the workshop. Immediate feedback and thoughts are provided during the presentations.
- 15:00 – 15:30 Wrap Up, Lessons Learned, and Presentation of Certificates

... "Laura's understanding of what it takes to build a world class team is unique. I consistently relied on and valued her advice and counsel as we grew." ___

- Lisa Hayes, Founding head of Human Resources, Helicos BioSciences Corporation, Cambridge, MA, USA

... "Before this training, I had not realized the importance of networking and conveying a leadership style as critical success factors to starting-up the company globally. I can now say with certainty that building professional relationships efficiently is something that you must learn and implement to achieve real success." ___

- Elisabet de los Pinos, Founder & CEO, Aura Biosciences, Madrid and Boston - Recently named one of the '40 under 40' by the Boston Business Journal

What are the Key Takeaways?

- In today's tough environment, how you design your organization, how you lead it, and how well you and your team adapt will define the company's future. Leadership and teambuilding are not luxuries, they are essential requirements for sustained success.
- Understand the critical difference between management and leadership
- Learn how you can improve your ability to recruit, lead and build a diverse team for sustainable success.
- Take away leadership tips and techniques to foster innovation in your organization
- Focus on effective leadership in times of change, both internal and external.
- Learn how to build a cohesive world class team, and keep them motivated and performing at a peak level.

Who is Eligible to Participate?

The CEOs and top executives of innovative, fast-growing companies who:

- are committed to improving their leadership skills and styles, and
- are committed to designing and building a successful organization for the long-term that can compete and grow on the global stage, and
- read all prerequisite material. These documents (case studies and articles) will be sent confirmation of participation, and
- take the online survey 'As I See Myself', sent after confirmation of participation, and
- view the movie '12 Angry Men' - 1957, available on www.play.com for £3.99, and
- write a compelling application explaining why he/she wants to attend and how he/she will apply the lessons learned in their job or new venture, and
- **apply** via the website www.entrepreneurship-scotland.com and provide an electronic photo, full contact details and motivation to attend **by Wednesday 20 January**, and receive a confirmation of participation.

... "The two day workshops are clearly industrial strength and filled with many really helpful insights. They provide an excellent mix of practice and theory." —

- Michael Fowle, CEO, i4H Ltd., Edinburgh, UK

Tuition Fee

■ Fee for the two day workshop is £495 per person

* For businesses based in the Highlands & Islands, the Fee is **£395** per person.

Participation is upon application

The Tuition Fee includes:

1. Networking Reception and Dinner with special invited guests:
 - Leaders of the Entrepreneurial and Business Community
 - Successful “Alumni” from previous Courses and/or the MIT EDP Program
 - Business Angels and Venture Capitalist
2. Course Book with all Case Studies and Presentations
3. Photo Book of Attendees (for future networking)
4. Lunch and Dinner on Monday, Lunch on Tuesday, plus continuous Beverages and Snacks throughout the days
5. Overnight Accommodation on Monday night is included for those who are traveling in from the Islands in the H&I area.

Application

Apply via the website www.entrepreneurship-scotland.com, and provide an electronic photo, company details and motivation to attend by **Wednesday 20 January 2010**.

After a selection process, confirmation of participation will be sent.

Application Deadline:
20 January 2010

Workshop Language

English

Workshop Materials

- Management versus Leadership
- Lessons on Leadership from ‘Twelve Angry Men’
- Leadership Styles and Self Assessment
- The Importance of Leadership Research
- The Mark Ain Case Study, Harvard Business School
- The ‘Meg Whitman at eBay’ Case Study, Harvard Business School + Video
- The Online Survey and Report of your Management Style
- ‘Leadership in a Age of Uncertainty’, by Professor Deborah Ancona
- Topgrading Monograph Distributed During the Course

Workshop Location & Hotel Accommodation

The workshop will be held in **The Drumossie Hotel**, Old Perth Road, Inverness IV2 5BE, www.macdonaldhotels.co.uk/new-drumossie/index.htm

If you need a hotel, please contact the Drumossie Hotel reception directly at +44 (0)1463 236451, and mention 'HIE booking' to benefit from the special workshop conditions or £75 per night B&B instead of £180. Twenty rooms have been reserved at this special rate.

... "I really appreciate Ken's teaching style. He is a great original thinker but then he systematically explains how to put into practice the ideas and shows how they succeed in the real world. Our entrepreneurs love him." __

- Lise Lemay, Project Manager, Fondation de l'entrepreneurship, Québec, Canada

... "Laura's expertise in recruiting was extremely valuable to us. Her very specific knowledge, advice and framework is something we can put to use right away." __

- Osvald Martret, Co-Founder and CEO, RouteBox, Barcelona, Spain

General Information and Contact Address

For general information and questions, please contact **Stephanie Anderson** of Highlands & Islands Enterprise at <stephanie.anderson@hient.co.uk>, Tel: +44 (0) 1463 244477, Mob: +44 (0) 7717 428081, or e-mail Anny at <anny@entrepreneurship-scotland.com>.

... "Too often investors think the venture industry thrives on technology but in fact it thrives on entrepreneurial talent who then drive that technology. There is no one better than Laura Morse to help you find then hire that talent. She never just recommends a candidate, she defines the needs and convinces the right person they want to work for you. And don't forget the planned and unplanned "exits" of talent: Laura will help you safely navigate those tricky waters as well." __

- Diana Frazier, Founding Partner, FLAG Capital Management, LLC, Boston, MA, USA