

Recruiting and Building a World Class Management Team: Succeeding Amidst Global Competition

A high quality seminar and workshop for Entrepreneurs, CEOs and their business executives from innovative, fast-growing companies, featuring case studies and lectures, interactive discussions, participants presentations, “hands-on” exercises, and the opportunity to practice recruiting, interviewing, and reference checking.

Led by:

KENNETH P. MORSE

Senior Lecturer & Managing Director,
MIT Entrepreneurship Center, Cambridge, Massachusetts, USA

&

Chair in Entrepreneurship, Innovation and Competitiveness,
Delft Technical University, Delft, The Netherlands

and

LAURA B. MORSE

Managing Director,
Entrepreneurship Ventures,
Boston, Massachusetts, USA

Monday & Tuesday, 17 – 18 November 2008, DELFT

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 always relied on Laura's expertise for 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, valuable perspectives for a quick resolution.” ___

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

Effective Recruiting and Top Notch Team Building is Mission Critical

Improving the recruiting, compensation, and teambuilding processes, and the overall effectiveness of management teams in young companies, is consistently cited by business experts as one of the highest priorities. In the current tough climate, every new hire must be first class, and triple-justified at all levels of management. Attending this course can help ensure that your company succeeds in building a world class management team.

... "Customers and Investors demand that you have the very best people, not only on your founding core team, but also in every part of your organization. The highly interactive workshop on Recruiting & Teambuilding Strategies and Skills by Ken & Laura Morse teaches you how to recruit, motivate, and ensure your top notch team is fully aligned around a culture of sustainable growth and success." —
- Minnemijn Smit, Project Manager 20x20, Delft & Amsterdam, The Netherlands.

... "The reason to attend a Ken Morse seminar is quite simple: he effectively explains how to build the team to make money with your product. For lots of us engineers it is easy to create the most beautiful technologies, but we fail desperately when we try to build an organization to sell and support them. Ken exactly pinpoints the essential key factors that are needed to recruit the people want to sell your solution." —
- Joeri Post, Managing Director, DelltaTech Pty Ltd, The Netherlands

... "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

... "Everywhere in the world, the company that recruits and builds the best sales force usually wins, even if their competitors have better technology." —
- Howard Anderson, Founder, Yankee Group

This course is designed to enable entrepreneurs, CEOs and their senior management teams to be more effective in recruiting and building their organizations, and establishing long term success by aligning toward dependable, predictable, profitable, and referenceable customer relationships.

The course will assist entrepreneurs, CEOs and experienced managers to sharpen their recruiting and team building skills, and improve the culture of success in their organizations.


The course is highly interactive and features case studies of fast growing companies as well as "live" recruiting and reference checking exercises, with real time feedback.




Kenneth P. Morse

- Managing Director,
MIT Entrepreneurship Center
- Senior Lecturer,
MIT Sloan School of Management
- Chair in Entrepreneurship, Innovation
and Competitiveness,
Delft Technical University, Delft,
The Netherlands
- Serial Entrepreneur
- Bachelor of Science, MIT, 1968
- MBA, Harvard Business
School, 1972

Ken has been a high performance leader in building global teams for over 30 years.

... "Ken's vast, real world experience and effective, inspirational teaching style brought to life executive-level relationship planning, value added elevator speeches, and other topics that are of tremendous value to any sales professional." 
- Mark Denissen, Texas Instruments, USA

... "Ken Morse is a charismatic man. I learned a lot from him – also intuitively." 
- Christian Dittrich, Step Ahead AG

Track Record in Teambuilding

Prior to joining the MIT Entrepreneurship Center 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 built a team which achieved 18 consecutive quarters of on-target 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+ by recruiting star performers - - with basically zero staff turnover - - and expanded sales revenue 600 - 900% with key client relationships. Ken attracted, motivated, and retained new team members for offices in Belgium, France, Germany, Italy, Kuwait, The Netherlands, South Africa, Switzerland, and the UK.

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 Schroders, 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 was based 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. Since Ken joined the MIT Entrepreneurship Center in 1996, the number of students taking Entrepreneurship Courses has increased from 220 to 1,600 per year while the number of professors has grown from 3 to over 30. 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 serves on the Board of Advisors of Ludesi AB in Sweden, iMotions Technologies in Denmark, Naseeb Networks and Sofizar in Pakistan, and several MIT spin-offs.

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.



Laura B. Morse

- Managing Director, Entrepreneurship Ventures, Boston, Massachusetts, USA
- Former Human Capital Partner, Atlas Venture, London, Paris, Munich, and Boston
- Frequent Speaker on Recruiting, Team Building, and Career Planning for Startups
- Elected to Mortar Board, University of Iowa

Laura B. Morse has broad experience in strategic human capital issues including recruitment, development, and reward/compensation systems (both stock and other non-cash).

... "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 and then recruit 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

Track Record

Laura Morse started Entrepreneurship Ventures in the Spring of 2008, in response to requests from startups in Scotland, Spain, Route 128 (Boston area), Quebec, and Silicon Valley. From 1999 - 2008, Laura was Human Capital Partner at Atlas Venture, the largest European-American 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 clients' firm liaison with consultants and preferred providers of recruitment, compensation, and human resources.

Prior to joining Atlas Venture, Laura worked in Brussels for SWIFT, 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 the 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 team building and career planning at 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 serves on the Board of Advisors of Aura Biosciences, a Madrid-based oncology startup.

... "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 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

TOPICS, CASE STUDIES, EXERCISES, and PARTICIPANTS PRESENTATIONS

1. Leadership, Goal Alignment and Consistent Messaging :
Tuning Your Elevator Pitch for Recruiting and Motivating “A” Players
2. Building a Culture of Success: Case Study
3. TOPGRADING: Recruiting, Interviewing and Reference Checking
 - The Job description
 - The Hiring Pipeline: Internet Tools, Networking, and Headhunting
 - The Value of Board Recruitment and the Board’s Role in Recruiting
 - Recruiting as a Team Effort: The Google Model
 - “Hire Hard, Manage Easy”
 - Going Global
4. The Interview Process
 - Role of Lead and Supporting Interviewers
 - Preparation and Due Diligence
 - The Structured Interview
 - T.O.R.C. – a Critical Concept
 - The Importance of Clear Communication and Follow Up
5. Compensation Models
 - Equity vs. Cash
 - Measuring Performance for Variable Compensation
 - Aligning Compensation with Roles, Markets, and Company Goals
6. Strategies for Recruiting and Motivating Top Sales Talent
 - The Sales Plan
 - Quotas
 - OTE
7. References and Other Background Checks
 - Sample Reference Questions
8. The Concept of Continual Topgrading
 - Terminating Non Performers
 - Horses for Courses: Management Evolution as a Byproduct of Growth, with 2 cases studies:
An update on Spotfire, and The Phase Forward Story
9. Leadership and Communicating the Vision: The Brady Case

... “ In the world today there’s plenty of technology, plenty of entrepreneurs, plenty of money, plenty of venture capital. What is in short supply is great teams. For me, it’s team, team, team. Others might say people, people, people—but I am most interested in the team as a whole.” —
- John Doerr, Venture Capitalist at Kleiner Perkins Caufield & Byers, Menlo Park, CA, USA,

AGENDA OF THE PROGRAMME

DAY 1 - Monday, 17 November 2008

- 09:30 - 10:00 Welcome, registration, and networking; Address of Welcome
- 10:00 - 11:00 Leadership, Goal Alignment and Consistent Messaging:
Tuning Your Elevator Pitch for Recruiting and Motivating “A” Players
- 11:00 - 12:30 Building a Culture of Success: a Case Study in Topgrading
- 12:30 - 14:00 Lunch. Leadership and Communicating the Vision: the Brady Case
- 14:00 - 15:30 The Interview Process
- 15:30 - 16:00 Coffee Break
- 16:00 - 17:00 Interviewing Exercise: Demonstration and Small Group Practice
Reporting back on Issues and Accomplishments
- 17:00 - 19:00 Cocktail Reception and Live Graded Exercise with outside Coaches as
“target” Recruits - Recruiting a Key Hire to your Team
- 19:00 - 21:00 Networking Dinner: Tables “hosted” by the Organizers and Course
Participants

DAY 2 - Tuesday, 18 November 2008

- 09:30 - 11:00 Compensation Models
- 11:00 - 11:30 Coffee Break
- 11:30 - 12:30 Strategies for Recruiting and Motivating Top Sales Talent
- 12:45 - 14:00 Lunch
- 14:00 - 15:30 The Concept of Continual Topgrading
 - Terminating Non Performers
 - Horses for Courses: Management Evolution as Byproduct of Growth,
with 2 cases studies:
An update on Spotfire, and
The Phase Forward Story
- 15:30 - 16:00 Wrap Up, and Presentation of Certificates

What are the Key Takeaways?

- In today's tough environment, your company must be excellent at attracting, motivating, and retaining world class talent, and building your team with a culture of success, or else you will not survive.
- Effective recruiting, reference checking, and team building techniques can be learned and promulgated throughout the organization, with dramatic positive effects.
- Setting high expectations for your top management team can be very motivating and will likely increase both your customer and employee satisfaction and retention.
- "A" teams with a "B" idea will beat "B" teams with an "A" idea, every time
- If you and your CEO are not totally committed to building and maintaining an "A" team, you should find another place to work, because the company will not succeed.
- Top notch teams provide a key, dependable source of sustainable competitive advantage for your company.

Who is Eligible to Participate?

The CEOs and top executives of fast-growing companies who

- are committed to building world class teams and improving long term customer relationships by enhancing the value delivered, 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
- already attended the workshop "Global Sales Strategies for Ambitious Entrepreneurs", and studied the Spotfire Case, and
- submit a complete registration form with electronic photo and full address details (work, home, mobile telephone numbers, etc.) to the Entrepreneurship Europe Network, and
- obtain a confirmation of registration, and pay the Fees in advance.

Tuition Fee

■ The Fee for the 2-day workshop is Euro 525 per person

* When registering with two or more executives from the same company, the Fee is Euro 350 per person instead of Euro 525

The Tuition Fee includes:

1. Cocktail Reception, and Dinner, with special invited guests:
 - Leaders of the South Holland Entrepreneurial Ecosystem
 - Executives and Coaches of the TwentyTwenty Program
 - Successful “Alumni” from previous Courses
 - Venture Capitalists, Business Angels, and Mentors
2. Course Book with all Case Studies and Presentations
3. Photo Book of Attendees (for future networking)
4. Lunch, Cocktail, + Dinner on Monday; Lunch on Tuesday, plus continuous Beverages and Snacks

Registration

Registration is on line. Please go to www.entrepreneurshipeurope.com, EVENTS page, and complete the Registration Form

Registration Deadline:

12 November 2008

Workshop Language

English

Course Materials

- “Critical Success Factors in Entrepreneurship” by John Preston
- “Spotfire” Case from HBS with Discussion Papers
- Extensive Lecture Materials
- Criteria for Interviewing and Evaluating Candidates
- Building a World Class Management Team; Engaging International Investors
- Selecting and Retaining “A” Players: Recruiting, Interviewing and Reference Checking
- Topgrading: a monograph

... “The ability to quantify the customer’s needs, and to hit the key points with very few terms and sentences, is the most important competence for everyone who is responsible for marketing and customer acquisition. From our start-up stage, this important competence enabled us to become more profitable in the long run and to grow continuously. Now we have achieved cash flow breakeven and are growing well, thanks to these good lessons. ___

- Axel Schmiegelow, CEO Denkwerk Neue Medien Holding GmbH;
Vice President German Multimedia Association (dmmv)

Location

The workshop will be held at the **Faculty Room** of the **3ME Faculty** of the **Delft Technical University- TU Delft**, Mekelweg 2, 2628 CD Delft -
Tel.: +31 (0) 15 27 86666

... "I would say this course is a must for every ambitious entrepreneur wanting to grow globally. The programme really made me think about the way forward for my business and Ken and Laura's pearls of wisdom are still going through my head..."

Thanks Ken and Laura for the inspiring and highly motivational lessons you taught me!" __

- Rene Looper, Director, Tuminds.com, Inverness, UK

... "Nearly every mistake I have made in this business has been in picking the wrong people." __

- Arthur Rock, Venture Capitalist, Silicon Valley, CA, USA

General Info and Contact Address

For general information and questions, please contact Anny at
anny@entrepreneurshipeurope.com

... "Nothing matters more in winning than getting the right people on the field." __

- Jack Welch, Former Chairman & CEO of General Electric

... "This seminar was extremely useful for me in the current phase of my company. I was able to go right back to work and implement lessons from the seminar that improved our performance. Now, two years later, after rigorously following what we learned, we have secured several world class reference sites. We became cash flow positive thanks to this course, and our global prospects are better than ever. In fact, the teachings of the course, and the relations we built there, were instrumental in our raising another round of funding from top tier VCs, at an attractive stepped-up valuation." __

- Ola Forsstrom-Olsson, CEO Ludesi AB - Sweden