



# Venture Forum News

To inspire and facilitate technology-based entrepreneurial activity and economic growth  
www.wpiventureforum.org

Volume 10 No. 10  
June 2001

A look at the upcoming meeting

## Successful business plans

Tuesday, June 12, 2001  
WPI Campus, Salisbury Labs, Kinnicutt Hall  
Registration: 6:00 p.m.  
Meeting: 6:30 p.m.  
Cost: \$5, members  
\$10, non-members

A great business plan is a critical component of virtually every venture, from start-up companies positioning themselves to raise capital through the many stages of growth, to and beyond the IPO.

The June 12th meeting of the WPI Venture Forum focuses exclusively on the business plan. The meeting will begin with a presentation by Bardwell C. (Bard) Salmon the chairman, founder and CFO of Reality Wave, Inc., Cambridge. Salmon founded two successful technology companies and has decades of high-level corporate management experience. He is



*Bardwell C. Salmon, president of RealityWave, Inc., and chairman of the MIT Technical Capital Network (TCN).*

also the chairman of the Technology Capital Network (TCN), a non-profit organization in Cambridge whose mission is to make money flow between investors and entrepreneurs. During the past fifteen years, TCN and its predecessor have assisted the flow of \$100 million in venture funds.

Salmon has personally raised millions of dollars in equity for his companies. Coupled with his involvement with the Technology Capital Network, he is practiced in the art and science of successful business plans. Salmon will relate that experience to the audience in his discussion of the elements of a successful business plan. If you are interested in developing a plan that is attractive to investors, or one that can solidify and communicate your strategic plan, do not miss this talk by a successful entrepreneur speaking from his personal experience.

### Business plan contest winner

The meeting will also feature a presentation by the winner of the WPI Venture Forum's 8th Annual Business Plan Contest. After the presentation, the winner will receive their prize of \$10,000.00.

The winning plan will be selected based on a number of criteria, which include the quality of the plan itself and the business opportunity presented by the plan. Three or more highly qualified judges will have reviewed each plan, and the winner will be selected based on multiple judging rounds. A panel of three judges will review and discuss the plan and the presentation at the meeting.

The business plan contest is the culmination of the WPI Venture Forum program season, and directly follows the successful business plan workshop held earlier this spring by a panel of venture capitalists. Please join us for an enlightening evening and help us congratulate our winner. **VF**

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The June meeting is sponsored by:  
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*Letter from the Chair*

# Previews of coming attractions

*by Dick Prince*

Believe it or not, it's already the end of the WPI Venture Forum year. This action-packed, successful year passed quickly. I want to extend my sincere gratitude to the executive board members, WPI faculty and staff, committee chairs and their hard working members and all those volunteers who help put our programs together. Thanks also to our sponsors and advertisers who funded the programs and services and made these events possible. Finally, a special thanks to all the WPI Venture Forum members and participants who attended our functions and contributed to the valuable networking and learning experiences.

As for accomplishments, we were successful in completing most of our goals for 2000 - 2001. Volunteerism is at an all time high and our standing and program committees are strong and productive. We completed a marketing survey and have structured our future based upon the results. The Monthly Program, Newsletter, Radio Show, Business Plan Workshop and Business Plan Contest committees were all major contributors to our success. We have documented our policies and procedures and created a Resource Guide for our board and committee members. The process of defining our membership, sponsorship and advertiser programs is underway and we are evaluating potential alliances with programs of other organizations. All in all, significant progress.

Now, for next year. All of the same great programs, and more! In addition to our core agenda, we are planning some new events and bringing back some of the old ones, including the return of the Breakfast with... series. We are



presently seeking a speaker that will fill the house for this event. We are also planning a series of networking events, possibly as many as four, to be held at various locations around Central Massachusetts. The goal is to have host sites that offer facility tours and places in which to network, while at the same time provide the opportunity for the Forum to reach out to a new constituency and broaden its base of operations. We feel this is an exciting venture and will add substance to our already dynamic agenda. We also plan to expand our recognition of entrepreneurs and volunteers with more one-minute presentations and other highly visible offerings.

The bottom line...we will continue to expand the opportunity for entrepreneurs to network and learn. We are providing increased exposure for our sponsors and advertisers, and, in keeping with the entrepreneurial goal, we are financially healthy.

Thank you all again and we will see you in the fall.

*Dick Prince*

*Dick Prince is retired from Norton Company and Siebe, plc and is presently a partner in Brooksville Associates, a merger and acquisition company specializing in the health and safety industry. VF*

# Massachusetts makes “Honor Roll” in economic development report card

**Comprehensive annual study shows power of innovation and investment**

Massachusetts continues to excel economically, with quality, high-paying jobs that stem from its concentration in technology sectors, a highly educated workforce that continues to grow as Massachusetts’ students receive a high quality education, and rich innovation assets that have led to the state’s comparative advantage in the new economy, according to the 2000 Development Report Card for the States. The 14th annual Development Report Card, released online at [drc.cfed.org](http://drc.cfed.org) by the non-profit Corporation for Enterprise Development (CFED), is the most broad-based rating of economies of the 50 states with more than 70 indicators taken into account.

Based on three main economic categories assessed, Massachusetts made the report’s “Honor Roll” – states scoring an A or B in each index – by scoring an A in **Performance**, an A in **Business vitality** and an A in **Development capacity**. CFED’s analysis of Massachusetts’ strengths and weaknesses reveals:

**Performance:** Employment growth remained slow with long-term employment growth ranked 46th and short-term employment growth ranked 40th. However, jobs that did exist in the state were of high quality, with high pay. There were low numbers of working poor, and few people working part-time jobs because they cannot find full-time employment.

**Business vitality:** Existing businesses are highly competitive and were successful in markets outside the state. The strength of these firms was confirmed by the fifth lowest rate of business closings. Massachusetts has the largest concentration of technology companies and very successful public offerings.

**Development capacity:** Massachusetts had the nation’s best innovation assets, including the most science and engineering graduate students and the most SBIR grants. However, the state also had high urban housing costs and high rates of cropland conversion to other uses.

Nationally, the report finds that the Industrial Midwest and the Northeast are the strongest regions economically. And, the report gives Colorado, Utah and Massachusetts straight A’s. They are joined on the “honor roll” by six other states – Connecticut, Delaware, Michigan, Rhode Island, Virginia and Washington – that earned all A’s or B’s. Eleven states got an F in at least one of the three categories.

“A state’s economic prospects cannot be judged by simply counting the number of factories, the availability of low-paying jobs, or how low taxes may be,” said CFED president Brian Dabson. “The quality of jobs, standards of living, investments in innovation, education, sustainable growth, and infrastructure, and many other factors must be taken into account in determining a state’s long-term economic health.”

This year’s *Development Report Card* finds that states rich in innovation assets generally have the most competitive, diverse and entrepreneurial business climates. Innovation assets include students and employees in high tech fields, ample public and private research and development funding, and success in marketing new products through universities and small businesses. States such as California, Colorado, Connecticut, Massachusetts, New York, Rhode Island, Utah and Washington stand out in this area.

In addition, CFED researchers found that states making key investments in the education and health care of children tend to have higher quality jobs and more competitive businesses. For instance, Massachusetts, New Jersey, Connecticut, Indiana and Minnesota are among the top states in terms of their investments in children’s education and health, and each earned an A in **Earnings**, **Job quality** and **Competitiveness of existing businesses**.

“These findings show that states must make critical investments in innovation and in people in order to sustain and improve their competi-

tiveness and business vitality,” said William Schweke, senior program director for CFED. “Economic success increasingly relies on human capital, sustainability, and entrepreneurship. States making strong investments in education and research are creating high quality jobs and these states are faring the best economically.”

The report also finds that, despite robust national economic growth in the 1990s, the gap between rich and poor grew by 15 percent during the decade, and few states have made strides in closing the gap. Nationally, the wealthiest fifth of families made more than ten times as much as the poorest fifth in the 1990s, and the gap narrowed in only ten states. Iowa has made the biggest improvement, while income disparity has widened the most in New York.

*The complete Development Report Card and state-by-state assessments can be found at [drc.cfed.org](http://drc.cfed.org). The corporation for Enterprise Development (CFED) is a private, nonprofit economic development organization begun in 1979 with offices in Washington, DC, San Francisco, CA and Durham, NC. CFED works with state and local governments, private companies, nonprofit organizations, foundations and others to support appropriate economic development that increases economic opportunities and competitiveness for all citizens. The Development Report Card for the States is not influenced by state officials, purchasers, or clients of CFED. VF*

# Past meeting highlights

By Floranne Reagan

**D**ennis Guberski, CEO of Biomedical Research Models, Inc. (BRM), a business plan presenter in April 1998, returned to the Venture Forum to share his success story with the audience. Guberski revealed the lessons he learned in the last three years that have helped his company prosper.

BRM develops and utilizes specialty animal models to assess the effectiveness of new drugs in preventing and/or improving disease. As a contract research organization, BRM offers its expertise in research services to large pharmaceutical companies.

During his presentation, Guberski made several important points:

- Hold on to your company. BRM used conventional bank financing to grow, allowing Guberski to maintain control of the business.
- Do as much as possible on borrowed money.
- Know your customers. According to Guberski, most companies don't know who they are. Identify and listen to them.
- Understand what you do best, do it, and hire the rest. Guberski cited the importance of using consultants with specific areas of expertise. He noted the contributions of Charlie Burke and Robie White, who taught him financial management techniques and the key to becoming a successful CEO. (Guberski

noted that he met Burke and White as a direct result of his presentation at the Venture Forum.)

- Get buy-in from the significant people in your life. Be sure that before beginning an entrepreneurial endeavor, your family understands and supports your business decision. Also, make sure they have a say - and you listen - as you go forward. Guberski emphasized how demanding and stressful a start-up venture can be, and that without strong family support, the relationship could be negatively affected.

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## Case presentation

Al Prescott, President of Crescent Innovations opened his presentation with a story that highlighted reasons why an individual suffering from jaw pain would choose his product instead of the current available approaches for treating this problem. Since its founding in 2000, his firm has already acquired provisional patents.

Prescott succinctly presented his company's plan and highlighted two key questions:

- How can he raise seed money of \$1.25 million in the current investment climate?
- What does he need to understand about the FDA approval process?

Three panelists offered thoughts, reactions and recommendations to Prescott.

Doug Cotter, senior vice president, Mergers and Acquisitions at Leerink Swann & Co., talked about the importance of timing in obtaining money. He claimed the figure Crescent requires is in "no-man's land," i.e. it is too small for VCs, and too large for angels. He commented that Prescott's 20-page business plan was crisply written and included an important sensitivity analysis on his financials. Doug called it a "fabulous" way to get a feel for the impact on one's investment. His final words of advice were to "never, ever run out of cash."

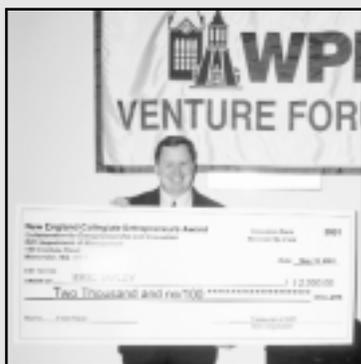
Guest speaker Dennis Guberski commented that Crescent needed more money than Prescott realized. He gave one specific reason to reinforce this point: if Prescott succeeds in getting his patent, he will need a "war chest" to defend it.

Gail Radcliffe of Radcliffe Consulting offered detailed knowledge about the FDA process, highlighting the advantages of agency review. She noted that product review as a medical device is the least onerous of hurdles.

The audience suggested Prescott obtain patent infringement insurance; engage Mass Medical to network and present the plan; approach other local groups for funding of \$100,000 or less, and consider a corporate partnership. **VF**

## Student awards

The North American Collegiate Entrepreneurs Award (NACEA), sponsors a competition for full-time undergraduate students who run a business. In our region, the New England Collegiate Entrepreneurs Award was recently given to WPI student, Eric Tapley for his business 3000k, Inc., a web development company. Eric has secured some prestigious clients, including the Worcester Art Museum,



Eric Tapley, New England Collegiate Entrepreneurs Award Winner 2001.

the American Red Cross, and several other impressive businesses. At the May 15 Venture Forum he was pre-

sented with a \$2000 check and will advance to the national level to compete in Chicago against the fifteen other regional winners.

Another competition that WPI students entered this spring was the CEI @WPI ALL-OUT Business Plan Challenge. This competition



James Bigelow of Webster Mass, winner of the CEI at WPI All-Out Business Plan Challenge.

allowed students with businesses or business concepts to compete for \$10,000 in cash. James Bigelow submitted the winning idea for an online engineering package he designed. Bigelow is carrying a double major in civil engineering and computer science at WPI, and has an extensive background in building, real estate and septic system design.

*Congratulations to Jim and Eric - may your businesses prosper!*

### New Event!

## Recognition of entrepreneurs\*

The Venture Forum has instituted a new event intended to give entrepreneurs an opportunity for a "60-second commercial."

After the keynote speaker and before the break, seven or eight entrepreneurs (first come, first served) will be invited to give a one-minute presentation from the podium. Our goal is to recognize entrepreneurs; they decide the content of their presentation.

The one-minute rule will be strictly enforced and there will be no questions allowed. Each entrepreneur will be allowed to show one overhead slide, which you can bring or prepare on site. We will provide materials.



Left to right, Troy Chen, Ajay Bam and Walter Stock of Vayusa during their elevator pitch.

Each entrepreneur will be allowed only one opportunity to do this per each new business venture. The main objective is to generate investment advice through this opportunity.

*\*Definition of an entrepreneur - one who organizes, manages and assumes the risk of a business or enterprise. This can include pre-startups. VF*

# It's all about relationships

By Jeffrey Shuman and Janice Twombly

Relationships are in the news a lot these days. For example, Forbes published a special issue on strategic alliances featuring articles titled, "Partner or Perish," "Marital Blisters," and "You Say Tomato." And The Boston Globe ran a feature story in the Business section titled, "Alliances Usually Fail."

However, what's really interesting is that two conflicting themes are embedded in these headlines. It seems that as collaborative business becomes more and more the imperative, companies are having an extremely difficult time making collaboration successful. One of the Forbes articles observes that, "This may be the most powerful trend that has swept American business in a century: Strategic alliances are hot. They take many forms – outsourcing, information sharing, Web consortia, joint marketing." While this, in and of itself, is not news, the article goes on to quote Thompson Financial data showing that while there were 5,200 strategic alliances formed in 1996, over 10,000 new ones were formed last year. However, according to The Boston Globe article, "between 70 and 80 percent of corporate alliances don't work." The article goes on to state, "these partnerships aren't failing because of legal or financial issues, but because of the relationships between the companies."

## Relationships between people

Relationships might be advertised as between companies, but when you get right down to what makes these relationships work, it is the relationships that are built between people. And that's a very important distinction.

Relationships by definition are always between the individual people who interact. Companies only interact as the result of the actions people take on their behalf. That is, a company's relationship with another company is really the sum of the individual relationships between and among the people in the two companies. So, in essence, in order to determine if your alliances and partnerships are achieving their desired results, you must summarize all of the individual relationships and determine if in

fact they do add up to the intended relationship between the two companies.

According to the Globe article, that's when the problems begin – in the building of all those nitty gritty working relationships that in theory, at least, are supposed to lead to the intended outcomes between the two companies. The seriousness of this problem is underscored by Forbes: "...the winners in this new age of partnering will be those companies that attract others and are skilled at managing the relationships."

## Nature and rhythm of relationships

So, how can you do it? How can you look at the myriad relationships that your company has or rather your people have, and evaluate whether or not they are adding value to your company. This is not an easy question to answer because, as you know, the inherently personal and subjective nature of relationships makes them hard to objectively assess and quantify their value to the company.

Because of the question's importance, however, we have looked at this issue carefully and have developed a method for objectively assess-

ing these relationships that we feel is accurate and relatively easy. Our method requires evaluating every business relationship you have with respect to 1) the nature of the relationship and 2) the rhythm of the relationship.

To determine the nature of the relationship you are evaluating whether that specific relationship is strategic or operational for your company. We define a strategic relationship as one that directly impacts one or more of your company's three core business processes: 1) customer acquisition and retention, 2) product and service innovation, and 3) customer fulfillment and service. These relationships are the most critical ones with respect to profitably satisfying customers' needs. Operational relationships are therefore defined by default as those interactions that do not affect your three core processes such as the company travel agent, the maintenance crew that you hire to clean your office or the company that sells/rents you office furniture. Obviously, operational relationships are also important, but they should be in support of your strategic relationships.

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## Got news?

Have you or your company weathered a merger, IPO, job change, joint venture, start-up or other important event?

Are you or your company sponsoring a business-related conference, seminar or workshop?

Have you been published in a local, regional or national business magazine? Would you like to see that article in an upcoming issue of the WPI Venture Forum News?

Here's your opportunity to share your news with others in the technology-based entrepreneurial community.



If you have business information that you would like to submit, please contact Gina Betti at 508-831-5075 or [gbetti@wpi.edu](mailto:gbetti@wpi.edu) or Phyllis Hanlon at 508-248-51;61 or [polishpen@aol.com](mailto:polishpen@aol.com).

*Publication of all material is subject to space availability and at the discretion of the editor.*

The rhythm of a relationship relates to the patterned flow and intensity of the interactions between you and the other party in the relationship. That is, if the interactions you have with the other person – whether face-to-face or by email or by telephone, etc. – take place on a regular and intense basis we characterize them as “strong.” If the interactions are intermittent and limited, we characterize them as “weak.” Now, since every interaction you have involves the use of your limited resources – people, money and time – the rhythm of the relationship is a reflection of the resources committed to that relationship, i.e. strong relationships tend to use lots of resources; weak relationships tend to use less resources.

Collaboration obviously requires strong and trusting relationships, which will generally require a strong rhythm of the relationship. Accordingly, you must look at all your relationships and assess whether or not the commitment of resources to each is appropriate given its nature. If it is an operational relationship, look to minimize the commitment of resources through centralizing contact, streamlining processes, introducing technology, and so on. If it is a strategic relationship, you’ll want to commit the resources needed in order to ensure that both parties build the trust required to achieve financial and strategic benefit.

We believe that business is a dance with the customer and the customer leads. If everyone is a customer, taking care of your best customers means systematically developing relationships that create strategic benefit for both parties. That is how successful business happens in the networked economy.

*Jeff Shuman and Jan Twombly are the co-founders of The Rhythm of Business, a Newton, MA consulting firm that helps companies gain customer loyalty, grow profitably, and increase shareholder value. They are the authors of the forthcoming book, Collaborative Communities: Partnering for Profit in the Networked Economy (Dearborn Trade, June 2001). Shuman is also a professor and director of Entrepreneurial Studies at Bentley College in Waltham, MA and the author of The Rhythm of Business: The Key to Building and Running Successful Companies, with David Rottenberg, Butterworth-Heinemann. This article was written with the assistance of Rottenberg. Jeff or Jan can be reached at The Rhythm of Business, 313 Washington Street, Suite 300, Newton, MA 02458. For more information, visit the website at [www.rhythmof-business.com](http://www.rhythmof-business.com) or phone 617.965.4777. **VF***

## SPONSOR'S BUSINESS HIGHLIGHT

### Weingarten, Schurgin, Gagnebin & Hayes LLP

**An intellectual property law firm specializing in  
patent, trademark, copyright law and litigation**

**W**e at WSGH grew up in the climate of technology and were educated and worked in technical capacities in the environment. For over 40 years, we have conducted an active and skilled intellectual property practice in this realm, and remain enthusiastic and accomplished devotees of technology and the arts. In the legal arena we assist our clients in seeking, enforcing and promoting their intellectual property, such as inventions, creations, writings, trademarks, and trade secrets, which are often crucial to building and maintaining a successful business.

Our attorneys provide counsel as practitioners in all phases of intellectual property law. We are accomplished in the full range of technical disciplines and are available to help our clients identify, acquire, preserve, utilize, and enforce all forms of intellectual property.

We specialize in promoting and protecting our client's interests - whether it is at the negotiating table, the courts, or the Patent and Trademark Office.

Our very active, able and aggressive litigation group is regularly engaged in intellectual property litigation in state and federal district and appellate courts, the International Trade Commission, and in inter partes and appellate practice in the U.S. Patent and Trademark Office. WSGH brings a cool, experienced head to the resolution of disputes and the settlement of litigation. A seasoned mixture of firmness, diplomacy, and initiative is necessary at such times - and we are proud of our record.

For more detailed information, please contact our Web site [www.wsg.com](http://www.wsg.com) or Paul Cronin directly at [pcronin@wsg.com](mailto:pcronin@wsg.com) or (617) 542 2290. **VF**

# Personal characteristics for success

By Floranne Reagan, EXXEL, Inc.

A review of literature in leading business journals as well as interviews with, and observations of, senior managers, reveal some clear attributes of success. The following seem to be the most important personal characteristics.

**Adaptability** ~ Organizational changes surround us. No industry is immune. So the individual with the ability to adjust quickly, move deftly, and deal with all the changes is prized. Having and demonstrating the personal confidence that you can handle anything is a sign of intelligence and reality-based thinking. This is not about bluster, empty words or an overbearing demeanor. Rather it is exhibiting the ability to deal with whatever crosses your path in a purposeful and positive manner.

**Creativity** ~ Certainly the artist has abilities that most of us don't have. However, many more of us have the ability to see a situation with a new set of eyes. That's the kind of creativity that is valuable in business today. This characteristic differentiates the plodder from the leader. The latter demonstrates original thought, unique impressions and unusual solutions to issues, problems and crises. Leaders take the mundane and visualize the possibilities. They take the overwhelming and make it understandable. The business environment today demands ever-higher standards and more creative problem solving in an increasingly com-

plex world. The people highest in demand are those who are up to this challenge; who long ago relinquished formula-based thinking, traditional ways of operating, and reactive or risk averse behavior.

**Commitment** ~ The dictionary defines commitment as *the state of being bound emotionally or intellectually to a course of action or to another person or persons*. In business, this attribute manifests itself in individuals who seize an issue, make it their own and follow it through to completion. These are the folks who don't need to be coddled. Instead, they grasp the situation, look at it as a challenge, own it and solve it. They tackle what comes their way, and don't lie down and play dead or stand in the way as an obstacle.

**Communication** ~ It is not possible to overstate the essential nature of this characteristic. Those who can translate and transfer information to others in an understandable, believable and convincing manner are in a special class.

The ability to meet one-on-one for discussion, negotiation, brainstorming and problem solving requires above average use of language, excellent listening abilities and sensitivity to what is being said. Increasingly, individuals also must have high quality presentation skills to win projects, gain new clients or customers, train colleagues and convince or inspire others.

**Decisiveness** ~ In a business environment anchored in speed, the ability to make quick, forceful decisions based on good analysis is a required characteristic. Tom Peters refers to this as a bias for action. Too many folks never have enough information so they engage in analysis paralysis. They study and discuss and process an issue until the positive effects of any decision are dissipated. At the other end of the continuum are those that practice the knee jerk response to decision making. They impulsively act without adequate consideration of the outcomes.

**Future Orientation** ~ No one is issued a crystal ball, but those with the ability to make connections between current events and future trends have a crucial skill. The capacity to

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extrapolate is very important when tomorrow's successful venture is envisioned today, based on yesterday's information. The talent for prediction and always looking ahead is one essential piece of strategic thinking.

**Independence** ~ There are not too many road maps available to guide you through corporate America today. The quality of being self-motivated is essential. The days of hovering supervisors are gone. They don't have the time or the answers. The most successful individuals use their own engines to propel them, not someone else's. They are resourceful in seeking out new information and applying it. They don't wait to be chosen or to be told the next steps.

**Judgment** ~ *Formation of an opinion after consideration or deliberation* is one definition of judgment. Translated into business terms it means having the ability to evaluate people, situations, issues and problems using clear standards. The operative words are clear standards. One must have a solid understanding of where they begin and end, so that personal needs, interests and biases don't overshadow the wider corporate or employee needs. Further, balance and discretion are important components of judgment. When confronted with confusing or incomplete data, the ability to make good decisions, proven over time to be of consistently high quality, distinguishes corporate winners.

**Teamwork** ~ The Lone Ranger is dead! Today, while the mantra is teams, there are too few individuals who know how to organize, support, grow **and** participate on teams. Flexibility is a key quality here. The roles keep changing. Successful individuals understand that sometimes they lead, sometimes they follow, sometimes they speak and sometimes they listen. All are necessary when working in a team environment.

These nine personal characteristics: adaptability, creativity, commitment, communication, decisiveness, future orientation, independence,

judgment and teamwork are essential attributes for individual success and leadership. How do you and the other leaders in your organization measure up?

*Floranne Reagan leads EXXEL's consulting practice in leadership assessment, coaching, and organizational development. The firm specializes in the challenges of rapid growth and persistent change, and provides a unique set of services to help companies and individuals improve their performance. She can be reached in Natick, MA at 508.651.3377 or [freagan@exxelinc.com](mailto:freagan@exxelinc.com) **VF***

***An aim in life is the only fortune worth finding.***

*—Jacqueline Kennedy Onassis*

## **WPI Venture Forum Radio Show**

**T**une in every Saturday between 5 and 7 p.m. to the WPI Venture Forum Radio Show on WTAG (AM580). Bob Hokanson hosts a different business professional each week who addresses timely issues that concern entrepreneurs as well as businessmen and women.

The show features a call-in segment, which provides an opportunity for two-way interaction between the listener and the guests. Call 508-755-0058 to access the radio show phone line.

As always, sports events or late-breaking news stories may occasionally preempt the regularly scheduled program.

The radio show is now linked to the Venture Forum website and can be accessed at **[www.wpiventureforum.org](http://www.wpiventureforum.org)**. Also, you will find additional information and can submit your questions for the radio show at **[www.wtag.com](http://www.wtag.com)**.

## Brust to address conference

Recently, Norm Brust addressed the annual New England Small Business Development Center (SBDC) Professional Development Conference in Portland Maine. The theme for this year's intense two-day training conference for senior SBDC counselors was "Building the Technology-based Business."

Brust's presentation focused on "Proving Market Feasibility for the Technology-based Business," an in-depth examination of what it takes to demonstrate the market feasibility of a new technology venture.

Other speakers at the conference included David Coit of North Atlantic Capital, Professor David Lux of Bryant College, Brian Rigney, CEO of Blue Tarp, Michael Matthews, CEO of Optasite and James Shaffer, CEO of Clickshare.

## Thank you, sponsors

WPI would like to thank the roster of 2000-2001 Venture Forum sponsors for their moral and financial support throughout the year. Their assistance has enabled the Venture Forum to bring top-notch presenters to its monthly meetings.

We look forward to continuing these strong, collaborative relationships in the 2001-2002 Venture Forum year.

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For more information, contact Gina Betti at the WPI Venture Forum, 508-831-5075.

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# WPI Venture Forum

Collaborative for Entrepreneurship & Innovation  
Department of Management  
WPI  
100 Institute Road  
Worcester, MA 01609-2280

## WPI Venture Forum Calendar of Events

June 12, 2001 – Business Plan Contest

### Directions to WPI Campus, Salisbury Labs; Kinnicutt Hall

#### From The East:

Take Mass. Turnpike (I-90) to Exit 11A (I-495). Proceed north to I-290, then west into Worcester. Take Exit 18, turn right at end of ramp, then an immediate right before next traffic light. At next light, proceed straight through, bearing to the right on Salisbury St., At the WPI sign, turn left onto Boynton St. There is parking in the large lot on the right behind Gordon Library or continue on Boynton St. then right onto Institute Rd., then right onto West St. Visitor parking is on the left after footbridge.

#### From The North:

Take I-495 south to I-290. Follow directions as from east.

#### From The South And West:

Take Mass. Turnpike I-90 to Exit 10 - Auburn. Proceed east on I-290 into Worcester, Take Exit 17, turn left at end of ramp, follow Route 9 west through Lincoln Square, straight onto Highland St. then right at light onto West St. Through first intersection of West and Institute Rd. Visitor parking is on the left after footbridge. Additional parking on Boynton St. behind Gordon Library.

