

## Valencian Global Growth Program 3: Workshop 3

# Designing, Leading and Building World Class Management Teams

A high quality seminar and workshop for Entrepreneurs, CEOs and their top business executives from innovative, fast-growing Spanish 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

Recruiting & Team Building Expert

Managing Director,  
Entrepreneurship Ventures Inc

Human Capital Partner (1999 - 2008),  
Atlas Venture London, Paris, Munich, and Boston



## KENNETH P MORSE

Serial Entrepreneur, Angel Investor & Global Sales Veteran  
Visiting Professor, ESADE Business School

National Advisory Council on Innovation & Entrepreneurship,  
(NACIE), Washington

Founding Managing Director, MIT Entrepreneurship Center  
(1996 – 2009)

## VALENCIA, Tuesday – Wednesday, 18 & 19 November 2014

... “I would like to express our appreciation for all your outstanding efforts in coordinating and delivering this valuable workshop on leadership. I have received numerous positive comments from the participants indicating their high level of satisfaction with the workshop material, contents and approach. You & Laura did a fantastic job delivering the topics and engaging the participants.”

-Huda M Ghoson, General Manager, Saudi Aramco Training and Development Organization, Dhahran, KSA

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# 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, on thinking both systematically and strategically about aspects of designing and leading a rapidly growing team: how to build the organization, and on how to implement the strategy.

... *“This workshop was outstanding. The material was very valuable and presented in an engaging and practical manner. The instructors really know their material from real world experience and are able to make it applicable to our situation. The interactivity was great. I look forward to the next workshop.”* \_\_\_

- Javier Darriba, Founder & CEO, Xperience Consulting, Barcelona, Spain

**The workshop** will assist CEOs and top executives to better design their organizations, to sharpen their leadership skills and style, and ensure their management teams can operate effectively in the face of 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 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 and building a winning team in a remarkably short period of time. They bring tremendous valuable experience and an interactive teaching style that shows us how to quickly and effectively apply the lessons in our companies.”* \_\_\_

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

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## Laura Barker Morse

- Managing Director, Entrepreneurship Ventures Inc., Boston, MA, USA
- 2009 Co-instructor with Prof. Diane Burton 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 also a true pleasure to work with.” —

- Jack Connell, CEO, DolmatConnell & Partners, Boston, Ma, USA

...“Laura’s expertise in recruiting was extremely valuable to us. Her very specific knowledge, advice and framework is something we have put to use right away, here in Barcelona.” —

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

**Laura Barker Morse** started Entrepreneurship Ventures Inc., a consulting and coaching practice, in 2008 in response to requests from start ups in Scotland, Spain, Québec, and the Boston area.

From 1999 - 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 in Europe and the US 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 and coach on recruiting, team building, and career planning at workshops around Europe, such as IBM SmartCamp, 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 a Trustee of the Museum of Science (Boston), and a Trustee of the Mass General Hospital Physicians Organization. She is a member of Hestia, a charitable giving circle and the Steering Committee of the Women’s Cancers Program Executive Council of the Dana Farber Cancer Institute. Laura currently serves on the Board of Advisors of Aura Biosciences, a nanotechnology biotech start up, and Fiabee, a Barcelona-based software startup, and also advises other tech start-ups in Barcelona, Scotland and Boston.

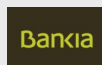
... “Laura Barker Morse is one of the true worldwide experts in the field of Human Capital. As Chairman and/or CEO of multiple Atlas Venture portfolio companies, I rely on Laura’s expertise when it comes to the critical Human Capital matters including the recruitment of executives and board directors, 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, Former Chairman, ORTHEGON Networks, Bath, UK and Ellacoya Networks Inc., Merrimack, NH, USA

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## Kenneth P. Morse

- **Serial Entrepreneur, Business Angel & Global Sales Veteran**
- **Chairman & CEO, Entrepreneurship Ventures Inc**
- **Member, National Advisory Council on Innovation & Entrepreneurship (NACIE), Washington**
- **Member, Telefónica Disruptive Council**
- **Visiting Professor, ESADE Business School**
- **Founding Managing Director, (1996 – 2009) MIT Entrepreneurship Center**
- **Board of Advisors, several ambitious startups**
- **Bachelor of Science, MIT Sloan School of Management**
- **MBA, Harvard Business School**

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

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

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

..."Meeting Ken was extraordinary. A man of great experience. He is not just a teacher, but a successful entrepreneur from whom I have learned a lot."

Bogdan Tudor, CEO, Class IT Outsourcing, Bucharest, Romania

**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 pharmaceutical companies throughout Europe and the Middle East. He grew the Aspen Tech EMEA organization from 22 to 200+ employees with basically zero staff turnover, and expanded sales revenue 600% - 900% with key client relationships.

In the 13 years that Ken served as Founding Managing Director of the MIT Entrepreneurship Center (1996 - 2009), 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. He conceived and led the weeklong MIT Entrepreneurship Development Program, which over the past 12 years trained more than 1,500 global entrepreneurs in an intensive on campus executive education program. Ken was named "Education All Star" by "Mass High Tech" magazine.

Since 2009 Ken is Visiting Professor at the ESADE Business School. Ken serves on the National Advisory Council on Innovation and Entrepreneurship (NACIE) of President Obama (Washington) which launched "Startup America", the "JOBS Act", and other initiatives. He is also a member of the Council on Foreign Relations (NYC).

Ken's interest in innovation and launching global sales for 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 worked directly for 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 European and 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. Since 1980 when he co-founded 3Com Corporation, he has focused on building global technology-based businesses.

A dozen years ago he formed Entrepreneurship Ventures Inc., convening an experienced team of practitioners and serial entrepreneurs to deliver Entrepreneurial Skills Development workshops and programs in Colombia, Canada, Europe (Norway, Romania, Scotland, Spain, The Netherlands), in Turkey, the Middle East (Lebanon, Jordan, Saudi Arabia, Syria, UAE), in Pakistan and New Zealand.

In the U.S., Ken serves on the Board of Advisors of several MIT spin-offs including [Cambrian Innovation Inc.](#), [Cogito Corporation](#), [Concentric Power Inc](#), [Connectcloud Inc.](#), [FloDesign Sonics](#), [HubSpot Internet Marketing](#), and [Terrafugia](#).

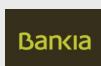
Elsewhere, Ken serves on the Board of Advisors of several ambitious global startups, including [Denkwerk GmbH](#) in Germany; [Zylinc Ltd](#) in Denmark; [Izon Science Ltd](#) in New Zealand; [Naseeb Networks Inc.](#) and [Sofizar Ltd](#) in Pakistan, [NewTrax Technologies Inc.](#) and [ESKI Inc.](#) in Québec, [Invenio learn.by.doing](#), [Antara](#), [Increnta](#) and [Ozonqo](#) in Spain, and [DataSpell](#) in Turkey,

During 2013, two young companies in Spain advised by Ken achieved important milestones: one was sold to Intel and the other received a major infusion of foreign capital, creating more high value jobs in Andalusia and Valencia.

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# TOPICS, CASE STUDIES, EXERCISES, and PARTICIPANT PRESENTATIONS

1. **Alternative Definitions of Leadership in Entrepreneurial Ventures**
2. **Discussion of the movie '12 Angry Men'**
  - How to improve decision making quality
3. **Leadership, Corporate Culture and Growth: The 'Meg Whitman at eBay' Case'**
  - Techniques for becoming a more dynamic and innovative leader
  - Issues on 'Onboarding'
4. **Successful Leadership Style and Self assessment: The 'Mark Ain' Case**
  - Definition of the different leadership styles
  - Personal and organizational tendencies
5. **Building a World Class Entrepreneurial Team: The Role of the CEO**
  - Recruiting, motivating, retaining, and
  - 'Topgrading' your team
  - Power Marketing: Building Mastery
6. **Working Exercises for the Participants: Challenges in Organizational Design**
  - All Participants practice and 'pitch' their organization to recruit potential new team members
  - Company teams 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 (optional).

..."Participating in the VGGP (Valencian Global Growth Program) has been a really positive, eye-opening, and valuable experience. Many of the things said were known and others were just plain common sense. However, they were situated in a new perspective, allowing the participants to consider issues from different angles and creating a framework for the whole business and development process. Moreover, attending the EDP at MIT is awesome, great, exhausting and amazing. In a nutshell: world class training and coaching from top-notch instructors & serial entrepreneurs." \_\_

-Daniel Vicente, Managing Director, Tecatel, Valencia – Participants of VGGP1

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# AGENDA OF THE PROGRAM

## DAY 1, 18 November 2014: Teambuilding Principles

- 08:45 - 09:00**      *Registration, Welcome Coffee and Networking*
- 09:00 – 09:30      Introductions and Overview of the Workshop
- 09:30 – 10:00      Definitions of Leadership
- What is Unique to Fast-Growing, Entrepreneurial Ventures
- 10:00 – 10:45      Leadership, Corporate Culture and Growth:  
The 'Meg Whitman at eBay' Case Study
- 10:45 – 11:00**      *Break*
- 11:00 – 12:30      Building a World-Class Entrepreneurial Team
- Defining Needs
  - Recruiting, Motivating, Retaining
  - Top Grading
- 12:30 – 13:15      Understanding, Selecting and Managing Boards
- More than money: the Importance of Good Advice
- 13:15 – 14:30**      *Lunch with your Team*
- Teams identify a specific role they need to fill in
  - Develop the objectives for that role
  - Coaching from the Instructors on team building strategies
- 14:30 – 15:00      What is an Effective Recruiting Elevator Pitch:
- 15:00 – 16:00      Turning the Tide of War
- How Lawrence of Arabia Used His Pitching Skills to Recruit an Army
  - Discussion
- 16:00 – 16:15**      *Break*
- 16:15 – 16:45      Building Mastery Towards Your Objective
- 16:45 – 17:45      Practice your Recruiting Elevator Pitch
- 18:00 – 19:30      Networking Cocktail and Live Graded Recruiting Elevator Pitch Exercise
- 19:30 – 21:00**      *Continued Networking with Tapas.*

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# AGENDA OF THE PROGRAM

## DAY 2, 19 November 2014: Applying Lessons to Your Company

- 08:45 – 09:10 *Welcome Coffee & Networking*
- 09:15 – 09:40 Review of Pitch results, and discussion
- 09:45 – 10:45 Lessons on Leadership from “12 Angry Men”
- Lessons on decision making and leadership
  - Creating an environment to improve decision making
  - Methods to overcome resistance
- 10:45 – 11:00 *Break*
- 11:00 – 12:30 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’
- 12:30 – 14:00 *Team Lunch & Discussion*
- 14:00 – 15:30 Review of the Survey Results: How Styles Affect Individual and Team Performance
- 15:30 – 16:00 *Conclusions, Lessons Learned, and Presentation of Certificates.*

... “Before this two-day training on teams by Laura & Ken, 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 Bioscience Inc., Madrid and Boston - 2010 named one of the Top ‘40 under 40’ by the Boston Business Journal; Technology Pioneer 2010 by the World Economic Forum

... I’ve had the chance to attend the two-day course by Laura & Ken in Montréal and it changed the way I look at leadership, and inspired me for how I need to manage my own career. This is the kind of events that change one’s vision on where one should be heading - both as a company and as a human being.” \_\_

- Regis Freyd, Lead Product Designer, CakeMail, Montréal, Québec, Canada

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## 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 determine your 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 high potential, high growth 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 (homework). These documents (case studies and articles) will be e-sent after 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 <http://www.play.com>, [www.amazon.com](http://www.amazon.com), [www.moviesunlimited.com](http://www.moviesunlimited.com), 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
- complete the Networking Book Profile and provide an electronic photo and
- pay the participation fees in due time.

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## Participation

Participation in this workshop, and in the VGGP3 is upon application only.

Please contact **Elena Besalduch** from Business Innovation at [<ebesalduch@ib-businessinnovation.com>](mailto:ebesalduch@ib-businessinnovation.com) for the participation terms and conditions.

**Application Deadline :**  
**14 November 2014**

## The Workshop offers:

1. Networking Cocktail & Tapas with special invited guests:
  - Leaders of the local Entrepreneurial and Business Community
  - Successful “Alumni” from previous Workshops and Programs
  - Business Angels and Venture Capitalists
2. Course Book with all Case Studies and Presentations
3. Photo Book of Attendees (for future networking)
4. Lunch, Cocktail & Tapas on Tuesday, Lunch on Wednesday + continuous Beverages and Snacks.

... *“The two day workshops by Ken & Laura 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

## Networking

To allow follow ups during & after the Program, and to optimize the networking among the participants, instructors, coaches and mentors, we are producing a **NETWORKING BOOK**

*After your participation is confirmed, we will e-mail you a ‘Profile’ form for you to FULLY complete in ENGLISH and return to us to include your professional profile & contact details in the NETWORKING BOOK.*

## Workshop Language

English

## Workshop Materials

- Definitions of Leadership
- Lessons on Leadership from ‘12 Angry Men’
- Leadership Styles and Self Assessment
- The ‘Mark Ain’ Case Study, Harvard Business School
- The ‘Meg Whitman at eBay’ Case Study, Harvard Business School
- The Online Survey and Report of your Management Style
- Top grading Monograph, distributed during the Course

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## Workshop Location and Hotel Accommodation

The workshop will be held at the conveniently located SH VALENCIA PALACE HOTEL, Paseo Alameda 32, 46023 Valencia. Tel (+34) 96 3375037, E-mail: <[valencia.palace@sh-hoteles.com](mailto:valencia.palace@sh-hoteles.com)>.

If you need a hotel room, please call SH VALENCIA PALACE HOTEL and mention 'Business Innovation workshops' to benefit from special room rates.

*... "This was the most practical training I've ever attended. It was provided in a very friendly manner. Ken and Laura were fantastic, extremely passionate about what they were doing, very well informed and motivating. It was very obvious from the start that they both had a lot of experience in the field and that they relied on real experience rather than theory. I certainly feel that I've gained a lot from attending this course. I liked the way it was structured, the information I acquired and the small motivated group of participants made it even better. I feel inspired, confident. Thank you!"* \_\_

*-Carmen Mihalcea, Publisher Women & Entertainment Magazine Division, SC Publimedia International SA, Bucharest, Romania*

## General Info and Contact Address

For general information about this workshop and/or the full program, check out <http://www.valencianglobal.com>. For any further info or questions, and to apply, your contact persons are **Elena Besalduch**, (+34) 6767 40073, <[ebesalduch@ib-businessinnovation.com](mailto:ebesalduch@ib-businessinnovation.com)>, and **Cristina Andrés**, (+34) 6150 78488, <[candres@ib-businessinnovation.com](mailto:candres@ib-businessinnovation.com)>. You may also e-mail **Anny Roelandts** from Entrepreneurship Ventures at <[anny@entven.com](mailto:anny@entven.com)>.

*... "I really appreciate Laura's and Ken's teaching style. They are great original thinkers but then they systematically explain how to put into practice the ideas and show how to succeed in the real world. Our entrepreneurs love them."* \_\_

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

## Meet with all the Partners & Sponsors of VGGP 3

