

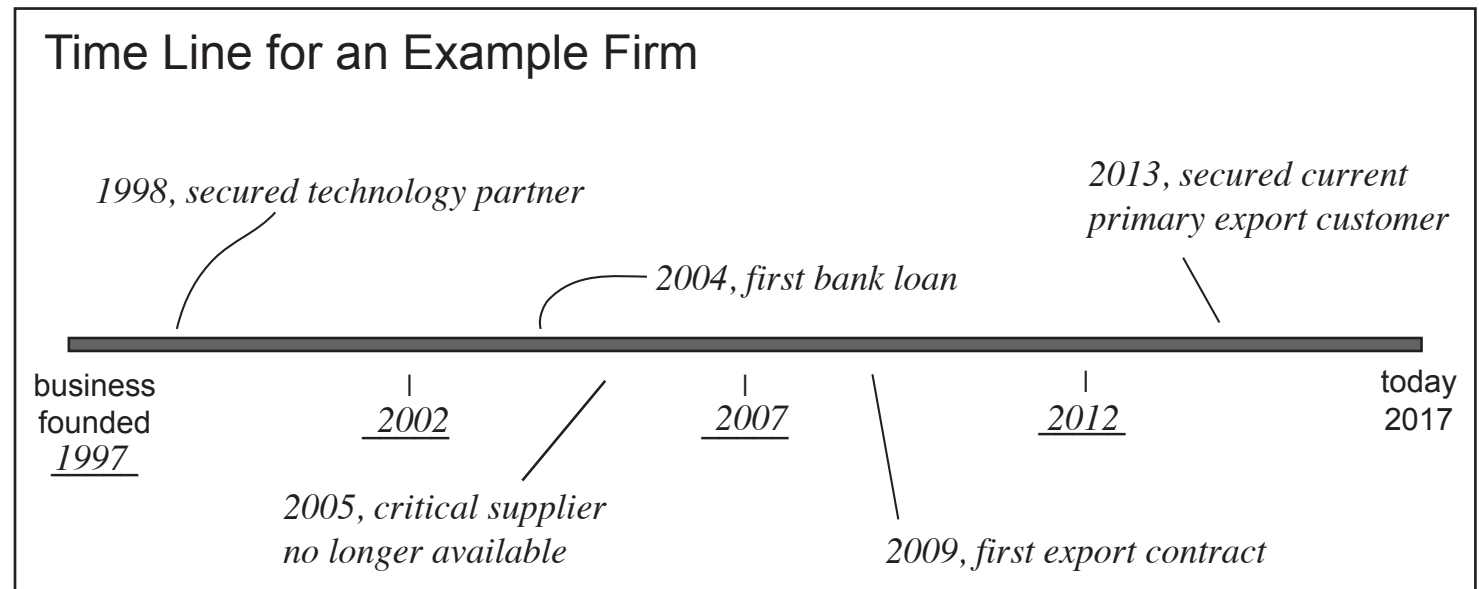
1. Business Time Line

This first question asks you to look back through time to identify significant events in the history of your business.

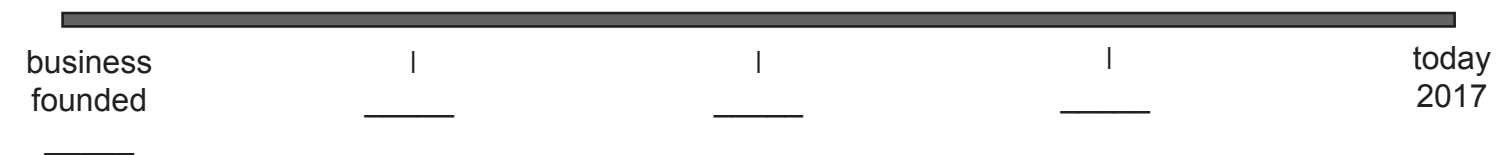
- A. Begin by defining the time-line. The line on the bottom of your worksheet represents time. Today, 2017, is at the extreme right. **At the extreme left, under "business founded," please write the year in which you founded your firm.** No need for months, just round to whole years. If you operate multiple firms, please complete the time line for the largest of your firms. As a guide, an illustrative time-line is provided at the top of the worksheet for a hypothetical business. The business was founded in 1997.
- B. **In the middle of the line, write the year half-way between the founding date and today.** For the example firm in the box at the top of the worksheet, half-way is 2007 (2017 minus 1997 is 20, half of which is 10, so half-way is 1997 plus 10, or 2007). Again, just round to whole years.
- C. **Write in the year at the two quarters.** For the example firm, a quarter is half of 10, which is 5, so the two quarters are marked 2002 and 2012. Again, just round to whole years.
- D. **Using the four dates as a frame of reference, think about the most important event you experienced in building this business.** We rely on your judgment to determine what events are significant, but examples could include events like the ones that happened to the example firm at the top of your worksheet. After the firm was founded in 1997, the owner secured a relationship with a key technology partner in 1998. The business prospered. To expand faster, a bank loan was obtained in 2004. In 2005, the firm had to deal with the problem that a critical supplier was purchased so it was no longer available. A new supplier was arranged and the business grew into its first export contract in 2009. Four years later, in 2013, a contract was secured with the current primary export customer. **In your judgment, what was the one most important event in building this business? Indicate the year and nature of the event on the time line for your business.**
- E. **Over the history of your business, what other significant events — besides founding the business, and the event you just mentioned — occurred in building the business?** Please limit yourself to four or fewer significant events, and please be sure to include the year in which each event took place.

You have a lot of space, so don't worry about scratching things out.

Business Time Line Worksheet



Time Line for Your Firm



INTERVIEWER - Within this box, write under each event the order in which the event was mentioned. After founding, the most important event is event #1. Next mentioned event is #2, and so on.

Business Network (hand over NETWORK WORKSHEET)

The next five questions generate a summary picture of the business network. To draw the picture, you will be asked about people, but we do not want to know any one's name. I will go through this network worksheet with you, asking about people who were useful to your business in one way or another. Without mentioning anyone's name to me, please write on your worksheet the names of people who come to mind in response to the questions. We will create a list of names then refer to people by their order on the list. No names. We need the worksheet to complete the list of contacts for the next section of the interview. You will keep the worksheet to yourself.

2. Let me begin with an example so you can see how the interview protects your confidentiality at the same time that a picture of the business network emerges. Your business time line shows that your firm was founded in (say founding year). **Please think back to your activities in founding the firm. Who was the one person who was most valuable to you in founding the firm?**

Please write in the box below the person's name so you can refer back to him or her later in the interview. Use any symbol that identifies the person for you -- an ideograph, first name, initials, any name that will let you identify the person.

3. Now please do the same thing for each of the significant events you listed on your business time line. The first significant event you listed was (say first event) in (say year). Who was the person most valuable to you during that event? Please write on the first line below the person's name. The person most valuable in this event could be the same person who was most valuable to you in founding the firm. You would just enter the name again.

If you listed a second significant event, who was the person most valuable to you during the second event? Again, this could be the same person who was most valuable to you in the first event.

Third event?

Fourth?

Fifth?

INTERVIEWER: Check box if you had to probe to get a name for this event.

4. People can be helpful in many ways. **The first person you mentioned was particularly valuable when the business was founded in (insert year). Very briefly, what did the person do that was so helpful?** REPEAT FOR EACH CONTACT LISTED ON PAGE 4, WRITING RESPONSES ON "EVENTS SHEET." LEAVE EVENTS SHEET INSERTED BETWEEN PAGES 4 AND 5 WHEN FINISHED.

5. **Shifting now to business this year, and thinking about people inside or outside your firm, who are the three or four people who have been most valuable to your business activities this year?** Again, no need to say names. Just write their names in the boxes to the right so you can remember them later in the interview. Of course, these people valuable this year could be some of the same people you mentioned as valuable during significant events in the past.

6. In contrast to people who help and are valued in your business activities, there are usually some people who make life difficult. **Without mentioning the person's name, who was the most difficult person to deal with in your business activities this year?** Just jot a name or initials in the box below. Only you are going to know who this person is.

Interviewer follows up, and has respondent write response on interviewer's questionnaire: **Without mentioning the name, what did this person do that made things difficult for your business activities this year?**

7. **Shifting to happier thoughts, who do you think was your most valuable senior employee this year?** If the people you already listed as most valuable include your most valuable employee, just enter the person's again in the box to the right.

(hand over ROSTER WORKSHEET)

The remaining network questions are about the people you named. This final worksheet is a list of names that gets inserted in the next few pages of the interview so that you can see the names as you answer some quick questions about the people. When the roster worksheet is pulled away, there is no indication of who the people are.

For example, to indicate the gender of each person named on the next page, you insert the list of names (insert blank list under next page), circle the gender of each person, and when the list is removed, there is no indication of the people named. You keep the roster worksheet, so the names remain confidential with you.

You could have named up to 12 people on the network worksheet. Most business leaders we survey name fewer than 12 because some people are named on more than one question. **Please write each person you named from first to last on the roster worksheet, making sure that no name appears more than once and no lines are skipped between names.**

For example, write in the first space on the roster worksheet the name of the person you named in Question 2 as valuable to you when you founded the firm.

In the second space, write the name of the person you named in Question 3 as most valuable during the first significant event for the firm. If the person named in the first event is the same person named in founding the firm, skip to the next name you mentioned. The list should contain each different person you named.

Continue entering names until you finish with the person named in Question 7 as the most valuable employee.

8. Now that you have a list of contacts on the roster worksheet, please look it over quickly. **Is there anyone particularly significant for your business who has not been mentioned?** If yes, please enter their names at the bottom of the list. There are many people you could mention. These would just be people particularly significant for your business. The roster can hold a maximum of 14 names.

Now that we have a network roster, I can record your responses to the network questions while protecting your confidentiality. I assume that contact 1, the first person on your roster worksheet, was the person named as most valuable during the founding of your firm. Correct?

What number on your roster worksheet is the person you named as most valuable during the first significant event in your firm's history? Interviewer: continue through Question 7 on the previous two pages.

Interviewer hand over questionnaire and ask respondent to insert roster worksheet to answer Question 9. When finished go to next page.

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9. Man or woman? (circle answer)

1.	man	woman
2.	man	woman
3.	man	woman
4.	man	woman
5.	man	woman
6.	man	woman
7.	man	woman
8.	man	woman
9.	man	woman
10.	man	woman
11.	man	woman
12.	man	woman
13.	man	woman
14.	man	woman

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

9. _____

10. _____

11. _____

12. _____

13. _____

14. _____

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section of page

10. How Close Are You with Each Person? (circle best approximation)

Now about the strength
of your relationship
with each person . . .

**Circle the option that best describes your
connection with each person.**

Are you **especially close** in the sense that this
is one of your closest contacts,

or are you merely **close** in the sense that you
enjoy the person, but don't count him or her
among your closest contacts,

or are you **less than close** in the sense that
you don't mind working with the person, but you
have no wish to develop a friendship,

or are you **distant** in the sense that you really
don't enjoy spending time with the person
unless it is necessary?

1.	especially close	close	less close	distant
2.	especially close	close	less close	distant
3.	especially close	close	less close	distant
4.	especially close	close	less close	distant
5.	especially close	close	less close	distant
6.	especially close	close	less close	distant
7.	especially close	close	less close	distant
8.	especially close	close	less close	distant
9.	especially close	close	less close	distant
10.	especially close	close	less close	distant
11.	especially close	close	less close	distant
12.	especially close	close	less close	distant
13.	especially close	close	less close	distant
14.	especially close	close	less close	distant

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

9. _____

10. _____

11. _____

12. _____

13. _____

14. _____

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Beyond
emotional
closeness,

there is
duration,

and

frequency.

Duration is your best
guess — in whole
years — of how long
you have known the
person from today
back to when you first
met the person.

Frequency is your
best guess of how
often you had any
discussion (face-to-
face or electronic) with
the person during the
last six months: almost
every business day,
almost every week,
almost every month ...

11. How Long Have You Known Each Person?

(Best guess in whole years..
Enter "1" for less than a year)

1.	about _____ years
2.	about _____ years
3.	about _____ years
4.	about _____ years
5.	about _____ years
6.	about _____ years
7.	about _____ years
8.	about _____ years
9.	about _____ years
10.	about _____ years
11.	about _____ years
12.	about _____ years
13.	about _____ years
14.	about _____ years

12. On Average, How Often Do You Talk To Each?

(circle best approximation; any discussion)

1.	daily	weekly	monthly	less often
2.	daily	weekly	monthly	less often
3.	daily	weekly	monthly	less often
4.	daily	weekly	monthly	less often
5.	daily	weekly	monthly	less often
6.	daily	weekly	monthly	less often
7.	daily	weekly	monthly	less often
8.	daily	weekly	monthly	less often
9.	daily	weekly	monthly	less often
10.	daily	weekly	monthly	less often
11.	daily	weekly	monthly	less often
12.	daily	weekly	monthly	less often
13.	daily	weekly	monthly	less often
14.	daily	weekly	monthly	less often

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

9. _____

10. _____

11. _____

12. _____

13. _____

14. _____

With modern technology, people can communicate in many ways (hand over COMMS SHEET). During the last year, how have you communicated with the listed people?

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13. Communication Channels

(Circle as many as apply. If you have not communicated with a person during the last year, just leave the line blank.)

1.	face-to-face	video call	voice	text (email)	text (other)	something else (How? _____)	1. _____
2.	face-to-face	video call	voice	text (email)	text (other)	something else (How? _____)	2. _____
3.	face-to-face	video call	voice	text (email)	text (other)	something else (How? _____)	3. _____
4.	face-to-face	video call	voice	text (email)	text (other)	something else (How? _____)	4. _____
5.	face-to-face	video call	voice	text (email)	text (other)	something else (How? _____)	5. _____
6.	face-to-face	video call	voice	text (email)	text (other)	something else (How? _____)	6. _____
7.	face-to-face	video call	voice	text (email)	text (other)	something else (How? _____)	7. _____
8.	face-to-face	video call	voice	text (email)	text (other)	something else (How? _____)	8. _____
9.	face-to-face	video call	voice	text (email)	text (other)	something else (How? _____)	9. _____
10.	face-to-face	video call	voice	text (email)	text (other)	something else (How? _____)	10. _____
11.	face-to-face	video call	voice	text (email)	text (other)	something else (How? _____)	11. _____
12.	face-to-face	video call	voice	text (email)	text (other)	something else (How? _____)	12. _____
13.	face-to-face	video call	voice	text (email)	text (other)	something else (How? _____)	13. _____
14.	face-to-face	video call	voice	text (email)	text (other)	something else (How? _____)	14. _____

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14. Trust

(circle best approximation)

What about trust? Consider the extent to which you trust each of the listed people. [Respondent reads the below text.]

For example, suppose one of the people asked for your help. The help is not extreme, but it is substantial. It is a level of help you cannot offer to many people. To what extent would you trust each person to give you all the information you need to decide on the help? For example, if the person was asking for a loan, would they fully inform you about the risks of them being able to repay the loan? If the person was asking to you give a job to one of their relatives, would they fully inform you about their relative's poor work attitude or weak abilities, or other qualities that would make you prefer not to hire the relative?

For each person, circle the option that best describes your view.

Circle a 5 if you have no question that the person would give to you all the information they have.

At the other extreme, circle a 1 if you believe that the person might wish to inform you, but in the past has often misled people from whom he asked favors.

Or, circle 4, 3, or 2 if your opinion is somewhere between the extremes.

	high trust				low trust
1.	5	4	3	2	1
2.	5	4	3	2	1
3.	5	4	3	2	1
4.	5	4	3	2	1
5.	5	4	3	2	1
6.	5	4	3	2	1
7.	5	4	3	2	1
8.	5	4	3	2	1
9.	5	4	3	2	1
10.	5	4	3	2	1
11.	5	4	3	2	1
12.	5	4	3	2	1
13.	5	4	3	2	1
14.	5	4	3	2	1

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____
- 7. _____
- 8. _____
- 9. _____
- 10. _____
- 11. _____
- 12. _____
- 13. _____
- 14. _____

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Collaboration requires more than trust in the information a person will give you. It requires trust that the other person will be able to do his or her share of work, and be honest about costs. [Respondent reads the below text.]

Consider the extent to which you would be willing to collaborate in a business venture with each of the listed people.

For example, suppose one of your contacts came to you with a business idea, asking you to enter a joint venture with him or her to develop and launch the idea? The idea looks good to you and you have the resources to participate in the venture — but is the contact the right person to work with? Can you trust the person to do his or her share of work, or hire the right people to do their share of the work? Can you trust him or her to keep honest accounts of costs and income?

For each person, circle the option that best describes your view.

Circle a 5 if you would definitely enter a joint venture with the person to develop and launch a good idea.

At the other extreme, circle a 1 if you would definitely not enter the joint venture, even if the venture seems promising.

Or, circle 4, 3, or 2 if your opinion is somewhere between the extremes.

15. Collaborate?

(circle best approximation)

	Definitely Yes				Definitely No
1.	5	4	3	2	1
2.	5	4	3	2	1
3.	5	4	3	2	1
4.	5	4	3	2	1
5.	5	4	3	2	1
6.	5	4	3	2	1
7.	5	4	3	2	1
8.	5	4	3	2	1
9.	5	4	3	2	1
10.	5	4	3	2	1
11.	5	4	3	2	1
12.	5	4	3	2	1
13.	5	4	3	2	1
14.	5	4	3	2	1

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____
- 7. _____
- 8. _____
- 9. _____
- 10. _____
- 11. _____
- 12. _____
- 13. _____
- 14. _____

16. Are you familiar with the word "guanxi?"

(Interviewer circle answer) **yes** **no**

16b. If no, skip to question 16c. If yes, ask:
When there is guanxi between two people, that tells you certain things about their relationship. In your own words, how would you describe to a foreigner the relationship between two people who have guanxi with each other? (Interviewer, write response here.)

16c. In general, people say that guanxi exists when two people feel morally obligated to help one another without the expectation of a direct compensation. **Look over the list of your business contacts. Thinking of guanxi as feeling a moral obligation to help each other, with whom do you feel you have the strongest guanxi? Just read the number next to the name of the person.** (Interviewer, write "1" in response line for named person.)

16d. **Are there any other people on the list with whom you have guanxi almost as strong as with the person you just named, contact "number named in question 16c"?** (Interviewer, write "2" in response lines for named people.)

16e. **In terms of the general understanding of guanxi as feeling a moral obligation to help each other, with which people on the list do you definitely NOT have guanxi?** (Interviewer, write "3" in response lines for each named person.)

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Responses

1.	_____
2.	_____
3.	_____
4.	_____
5.	_____
6.	_____
7.	_____
8.	_____
9.	_____
10.	_____
11.	_____
12.	_____
13.	_____
14.	_____

1.	_____
2.	_____
3.	_____
4.	_____
5.	_____
6.	_____
7.	_____
8.	_____
9.	_____
10.	_____
11.	_____
12.	_____
13.	_____
14.	_____

People can be connected in many ways. Here are some (hand over ROLE SHEET). In what ways are you connected with each of the listed people?

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17. Connections

(Circle as many as apply. It is possible for a connection to be none of these things, whereupon fill in the blank after "other.")

1.	family	neighbor	party	childhood	classmate	military	colleague	past colleague	other _____	1. _____
2.	family	neighbor	party	childhood	classmate	military	colleague	past colleague	other _____	2. _____
3.	family	neighbor	party	childhood	classmate	military	colleague	past colleague	other _____	3. _____
4.	family	neighbor	party	childhood	classmate	military	colleague	past colleague	other _____	4. _____
5.	family	neighbor	party	childhood	classmate	military	colleague	past colleague	other _____	5. _____
6.	family	neighbor	party	childhood	classmate	military	colleague	past colleague	other _____	6. _____
7.	family	neighbor	party	childhood	classmate	military	colleague	past colleague	other _____	7. _____
8.	family	neighbor	party	childhood	classmate	military	colleague	past colleague	other _____	8. _____
9.	family	neighbor	party	childhood	classmate	military	colleague	past colleague	other _____	9. _____
10.	family	neighbor	party	childhood	classmate	military	colleague	past colleague	other _____	10. _____
11.	family	neighbor	party	childhood	classmate	military	colleague	past colleague	other _____	11. _____
12.	family	neighbor	party	childhood	classmate	military	colleague	past colleague	other _____	12. _____
13.	family	neighbor	party	childhood	classmate	military	colleague	past colleague	other _____	13. _____
14.	family	neighbor	party	childhood	classmate	military	colleague	past colleague	other _____	14. _____

