



The Entrepreneur's Network

Summer 2012

1. Business Time Line

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

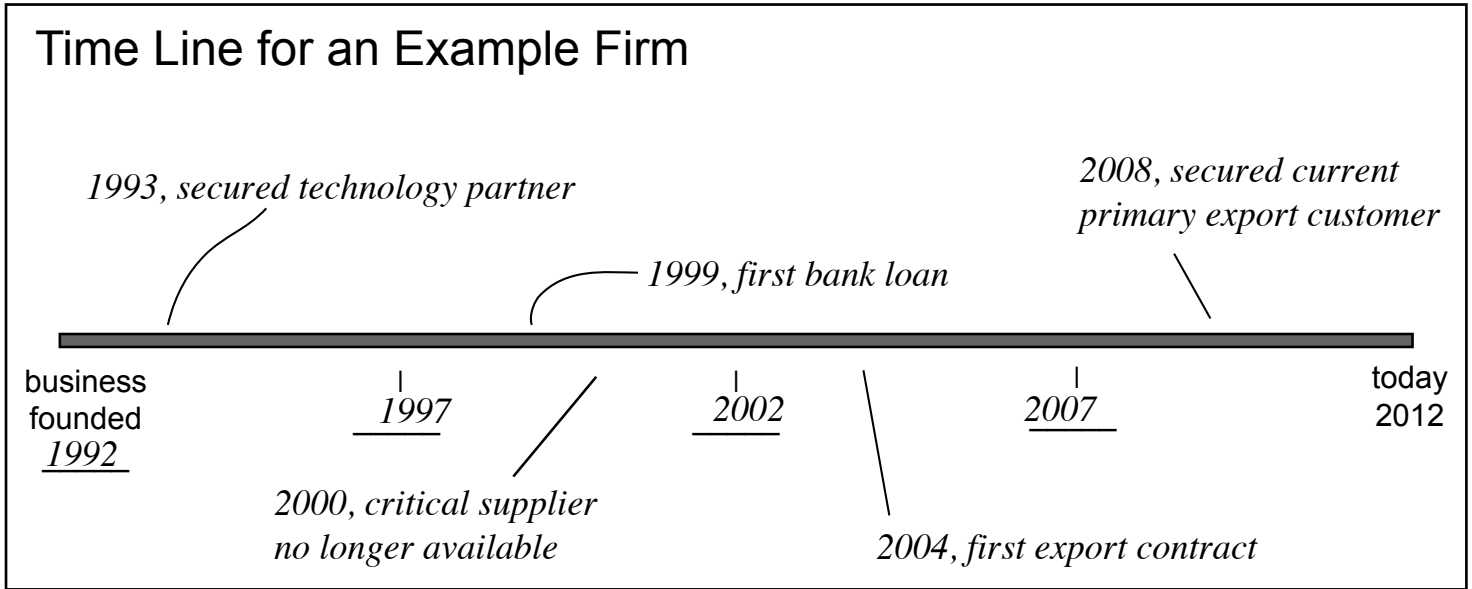
- A. Begin by defining the time-line. The line on the bottom of your worksheet represents time. Today, 2012, is at the extreme right. **At the extreme left, under "business founded," please write the year in which you founded your firm.** No need for months, just round to whole years. If you operate 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 2002 (2012 minus 1992 is 20, half of which is 10, so half-way is 1992 plus 10, or 2002). 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 1997 and 2007. Again, just round to whole years.
- D. **Use the four dates as a frame of reference to write in each year during which you experienced a significant event for your business. Please limit yourself to five or fewer significant events.** 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 1992, the owner secured a relationship with a key technology partner in 1993. The business prospered. To expand faster, a bank loan was obtained in 1999. In 2000, 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 2004. Four years later, in 2008, a contract was secured with the current primary export customer.

Different firms have different histories. In the space at the bottom of your worksheet, please indicate up to five significant events in the history of your firm.

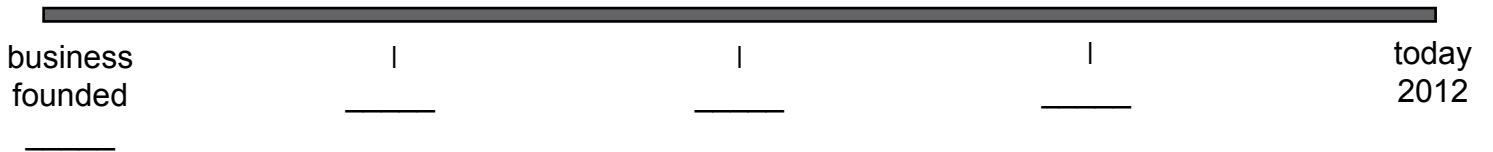
Please be sure to include the year in which each event took place.

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

Business Time Line Worksheet



Time Line for Your Firm



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?

4. **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.

5. 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.

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Interviewer follows up and writes response on interviewer's questionnaire: **Without mentioning the name, in what way did this person make things difficult for your business activities this year?**

6. **Shifting to happier thoughts, who do 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 name again in the box below.

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(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 6 as the most valuable employee.

7. 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 name 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 second significant event in your firm's history? Interviewer: continue through Question 5 on the previous two pages.

Interviewer hand over questionnaire and ask respondent to insert roster worksheet to answer Question 8. When finished go to next page.

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section of page

8. 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. _____

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?

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section of page

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

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. _____

10. How Long Have You Known Each Person?

(best guess in whole years)

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 ...

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

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11. 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. _____

What about trust? Consider the extent to which you trust each of the listed people.

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.

Trust

(circle best approximation)

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

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section of page

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?

1. family x-family neighbor party

2. family x-family neighbor party

3. family x-family neighbor party

4. family x-family neighbor party

5. family x-family neighbor party

6. family x-family neighbor party

7. family x-family neighbor party

8. family x-family neighbor party

9. family x-family neighbor party

10. family x-family neighbor party

11. family x-family neighbor party

12. family x-family neighbor party

13. family x-family neighbor party

14. family x-family neighbor party

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section of page

Connections

(Circle as many as apply. It is possible for a connection to be none of these things, whereupon you would leave the line blank.)

childhood classmate military colleague bus. association

1. _____

childhood classmate military colleague bus. association

2. _____

childhood classmate military colleague bus. association

3. _____

childhood classmate military colleague bus. association

4. _____

childhood classmate military colleague bus. association

5. _____

childhood classmate military colleague bus. association

6. _____

childhood classmate military colleague bus. association

7. _____

childhood classmate military colleague bus. association

8. _____

childhood classmate military colleague bus. association

9. _____

childhood classmate military colleague bus. association

10. _____

childhood classmate military colleague bus. association

11. _____

childhood classmate military colleague bus. association

12. _____

childhood classmate military colleague bus. association

13. _____

childhood classmate military colleague bus. association

14. _____

The final task is to describe the strength of relations between the network people. You do this by circling codes in the matrix below. This is a complex question, but it is essential to network measurement, and answering the question is a simple task when taken one column at a time.

Begin with the first person listed. Relations with the first person are listed in the first column. Indicate his or her relationship with the person in each row in one of three ways:

Circle EC if there is an ESPECIALLY CLOSE relation between the row person and the first person (like this: D.(EC)),

Circle D if the row person and first person are DISTANT in the sense that they rarely work together, are total strangers as far as you know, or do not enjoy one another's company (like this: (D).EC), or

Leave D..EC blank to indicate that the two people are neither distant nor especially close.

If there is an especially close relationship between the first and fourth persons, for example, you would circle EC in the fourth row of the first column (dotted box). If the first and tenth persons do not enjoy one another's company, you would circle D in the tenth row of the first column.

Do not feel obliged to circle a D or EC for every relation. A relation for which neither is circled is a relation somewhere between especially close and distant. The task here is merely to identify the extremes of distant versus especially close relations.

Now move to the second person on the list. Relations with the second person are listed in the second column from the right. Note that the columns get shorter as you proceed. Again, circle each EC in the second column indicate especially close relations or D to identify distant relations.

11

Continue to the third person (third column), and so on until you reach the end of the list.

12

D..EC

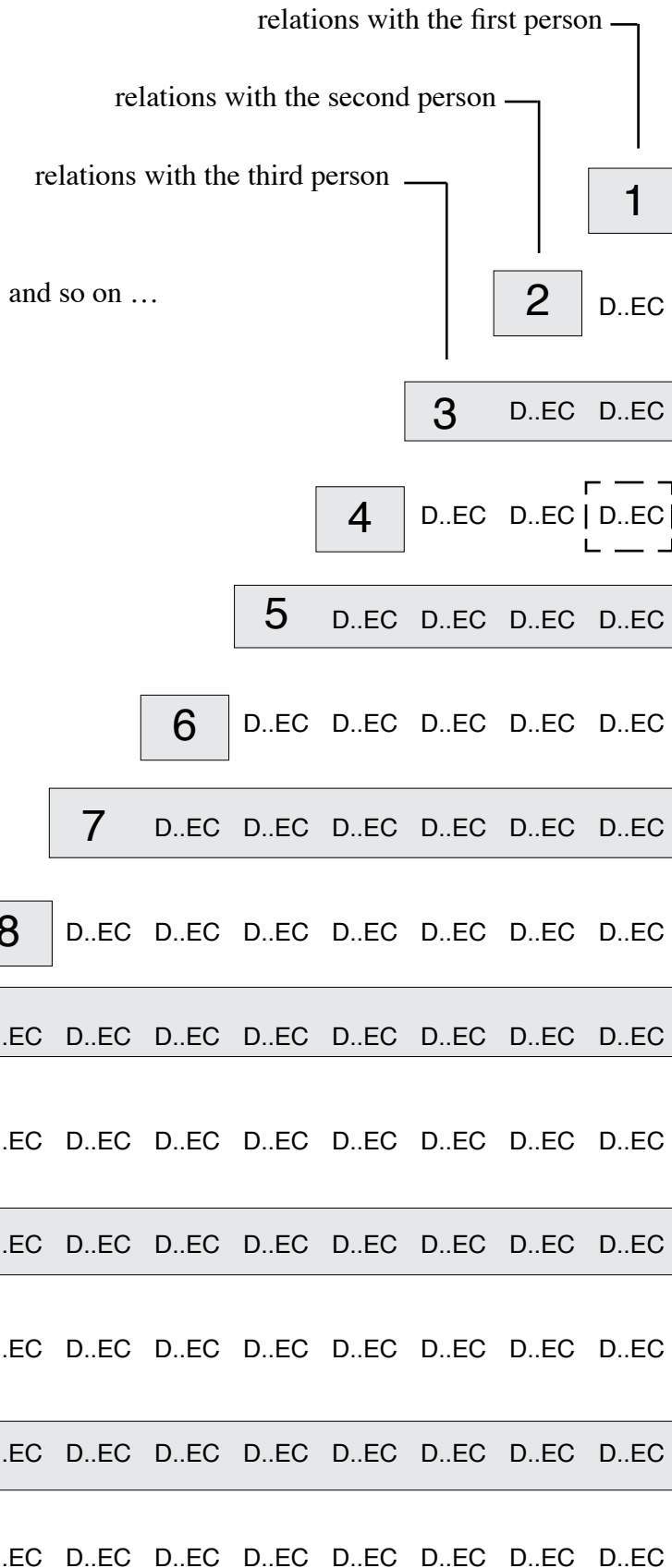
13 D..EC D..EC

14

D..EC D..EC D..EC

This Last Network Question Is the Toughest, but It Is Essential

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

