

Table 6.1 Professional Accomplishments

Association	Accomplishment	Ecosystems
Indiana University	Degree in business	Community Academic Industry
XYZ Corporation	Promoted to brand manager in 3 years	Industry
Brands Unlimited	Founded my own company	Industry Community
Brands Unlimited	Raised \$500,000 in capital for my business	Financial
Sarah Ross political campaign	Ran entrepreneur fundraising efforts	Political Financial Industry
Young Presidents' Organization (YPO)	Member; elected to finance committee	Industry

Table 6.2 Personal Accomplishments

Association	Accomplishment	Ecosystems
High school track team	Captain	Community
Big Brother	Mentored an 11-year-old	Community Charitable
XYZ Corporation	Ran the company's yearly fundraising campaign for breast cancer research	Community Charitable
My child's school	Organized and chaperoned a class trip to Washington, DC	Community Political Family and friends
Big Brother fundraising campaign	Chair of annual city campaign	Charitable Financial Industry

Table 6.3 Skills, Knowledge, and Strengths Inventory

Accomplishment	Skill or Knowledge	Strength
On high school track team	Teamwork; learned to do numbers in my head when figuring out split times	Discipline Perseverance
Ran my company's yearly fundraising campaign for breast cancer research	Managed a large budget Communications Sales (had to sell my ideas to management)	Good with numbers Good at marketing Great at assembling teams Leadership
Raised \$500,000 in capital for my business	Created a great business plan Sales (convinced investors to invest) Budgeting	Perseverance Leadership Assembled a great team Numbers

Table 6.4 The Johari Window

	What You See in Me	What You Do <i>Not</i> See in Me
What I See in Me	Public self	Private, hidden self
What I Do <i>Not</i> See in Me	Blind self (my blind spots)	Undiscovered, unknown self (my potential)

Table 6.5 Skills, Knowledge, and Strengths to Develop

Weakness or Deficiency	What <i>Skill or Knowledge</i> Do I Need to Acquire, Hire, or Connect To?	What <i>Strength</i> Do I Need to Develop?
Raising money—I have trouble asking for the amount I want.	Negotiation skills Writing a better business plan and budgeting so I can make my case	Assertiveness Self-confidence The “ask”
Overwhelmed—I always feel like there is too much to do.	Time management Delegation	Organization Prioritization Ability to leave the office when I leave the office

Table 6.6 Current Connections

Name	Role	Personal, Professional, or Both	Closeness (1=Close, 5=Casual)	Context	Location
Sue Smith	Business partner	Both	1	Business	Miami
Sam Travers	Spouse	Personal	1	Personal	Miami
Joe Peters	Minister	Personal	4	Church	Miami
Steve Feliz	Mentor	Both	1	Business; school	New York
Marvin Chin	Professor; mentor	Both	3	Grad school	Chicago
Patty Nathan	VC funder	Professional	2	Business; money	San Jose
Howard Finn	Kids' teacher	Personal	4	School	Miami
Mark Starr	College roommate	Personal	2	School	Australia
Alice King	Local council rep	Professional	5	Political	Miami
Chuck Ames	Golf buddy; client	Both	3	Business; golf	Miami
Radha Shrinavas	Banker	Professional	2	Business; money	Miami
Bob Miller	Admin assistant	Professional	2	Business	Miami
George Arica	Next door neighbor	Personal	3	Neighborhood	Miami
Claudio Vero	Supplier	Professional	4	Business	Italy
Carl Peterson	Mows our lawn	Personal	5	Home	Miami

Table 6.7 Your Current Power Circles: Top 5, Key 50, and Vital 100

Name	Role	Personal, Professional, or Both	Closeness (1=Close, 5=Casual)	Context	Location	Power Circle
Sue Smith	Business partner	Both	1	Business	Miami	Top 5
Sam Travers	Spouse	Personal	1	Personal	Miami	Top 5
Steve Feliz	Mentor	Both	1	Business	New York	Top 5
Mark Starr	College roommate	Personal	2	School	Australia	Key 50
Marvin Chin	Professor; mentor	Both	3	Grad school	Chicago	Key 50
Patty Nathan	VC funder	Professional	2	Business; money	San Jose	Key 50
Chuck Ames	Friend; golf buddy; client	Both	3	Business; golf	Miami	Key 50
Radha Shrinavas	Banker	Professional	2	Business; money	Miami	Key 50
Bob Miller	Admin assistant	Professional	2	Business	Miami	Key 50
George Arica	Next door neighbor	Personal	3	Neighborhood	Miami	Key 50
Joe Peters	Minister	Personal	4	Church	Miami	Vital 100
Howard Finn	Kids' teacher	Personal	4	School	Miami	Vital 100
Alice King	Local council rep	Professional	5	Political	Miami	Vital 100
Claudio Vero	Supplier	Professional	4	Business	Italy	Vital 100
Carl Peterson	Mows our lawn	Personal	5	Home	Miami	

Table 6.8 Current Power Circles: Resources and Influence

Name	Role	Location	Ecosystem or Context	Power Circle	Resources	Influence Score
Me		Miami	Business Family Industry Community Financial Politics		Own business Relatives own their own businesses too United Way board Local council rep VC relationship YPO membership	Business 1 Family 1 Industry 4 Community 2 Financial 4 Politics 4
Sue Smith	Business partner	Miami	Industry Friends	Top 5	Business On board of industry association	3
Sam Travers	Spouse	Miami	Family	Top 5	Health care exec. Chair of parents' organization	2
Steve Feliz	Mentor	New York	Industry Friends	Top 5	New York industry network Media network	1
Mark Starr	College roommate	Australia	Friends	Key 50	Overseas network Real estate expert	3
Marvin Chin	Professor; mentor	Chicago	Industry Friends	Key 50	Academic network Industry network	1
Patty Nathan	VC funder	San Jose	Financial	Key 50	Financial network Access to funding Expansion advice	1
Chuck Ames	Friend; golf buddy; client	Miami	Business Friend	Key 50	Community bigwig Politically connected Charities	2

(Continued)

Table 6.8 (cont.) Current Power Circles: Resources and Influence

Name	Role	Location	Ecosystem or Context	Power Circle	Resources	Influence Score
Radha Shrinavas	Banker	Miami	Business Financial	Key 50	Local financial connections National financial connections	2
Bob Miller	Admin assistant	Miami	Business	Key 50	Staff connections in business Church Volunteer	4
George Arica	Next door neighbor	Miami	Friends	Key 50	Real estate broker Kiwanis Arts connection	3
Joe Peters	Minister	Miami	Community	Vital 100	Church Community Charity	3
Howard Finn	Kids' teacher	Miami	Community	Vital 100	Community Sports Academic connections	4
Alice King	Local council rep	Miami	Political	Vital 100	Local politics Community Charitable	2
Claudio Vero	Supplier	Italy	Industry	Vital 100	Industry Overseas Financial	1

Table 6.9 Professional Goals

Goal	Timeline
Bring in 4 new clients	3 months
Expand manufacturing capacity by 40 percent	6 months
Get venture capital funding for new plant overseas	1 year

Table 6.10 Critical Resource Map

Goal: Expand Manufacturing Capacity by 40 Percent			
	Resources I Have	Resources I Need	Who Might Have Them
<i>Key people:</i> Who's my who?	Sue, my business partner Steve, my mentor (he's run larger factories before) Lin, HR head Mike, salesperson for new equipment	New factory manager 10 new staff members Trainer for new workers	Marvin (mentor) Chuck (client) George (neighbor)
<i>Key opportunities:</i> Where's the right room and the right ecosystem?	Permits for factory expansion Community support for new jobs and new facility	Local council for permits Revision to community plan to allow for bigger plant Industry advice on issues with larger plants	Alice (council rep) Joe (minister) Claudio (supplier)
<i>Key knowledge:</i> What information do I need?	Training to support new equipment Tax and insurance implications of larger plant	Tax planning Equipment information Insurance information	Sam (accountant) Mike (equipment salesperson) Steve (mentor)
<i>Key funding sources:</i> Where's the money?	Local bank: great relationship for 20 years Other funding sources: explore selling part of company or taking on another partner	Larger branch bank for bigger loan to finance new equipment Look for investors or possible partners	Patty (VC funder) Radha (banker)

Table 8.1 Your New Power Circles: Key 50 and Vital 100

Name	Role	Location	Ecosystem or Context	Power Circle	Resources	Influence Score
Mark Starr	College roommate	Australia	Friends	Key 50	Overseas network Real estate expert	3
Marvin Chin	Professor; mentor	Chicago	Industry Friends	Key 50	Academic network Industry network	1
Patty Nathan	VC funder	San Jose	Financial	Key 50	Financial network Access to funding Expansion advice	1
Chuck Ames	Friend; golf buddy; client	Miami	Business Friend	Key 50	Community bigwig Politically connected Charities	2
Radha Shrinavas	Banker	Miami	Business Financial	Key 50	Local financial connections National financial connections	2
Bob Miller	Admin assistant	Miami	Business	Key 50	Staff connections in business Church volunteer	4
George Arica	Next door neighbor	Miami	Friends	Key 50	Real estate broker Kiwanis Arts connection	3
Tom Randall	Investor	Chicago	Financial Industry	Key 50	VC source Expertise in overseas manufacturing	1
Joe Peters	Minister	Miami	Community	Vital 100	Church Community Charity	3
Howard Finn	Kids' teacher	Miami	Community	Vital 100	Community Sports community Academic connections	4
Alice King	Local council rep	Miami	Political	Vital 100	Local Politics Community Charitable	2
Claudio Vero	Supplier	Italy	Industry	Vital 100	Industry Overseas Financial	1
Beth Veranski	Factory manager	Miami	Industry	Vital 100	Connections with potential workers Ran a factory so knows about expansion	4



