

It's after midnight. Is it a weekend? Do you know where your entrepreneurs are?

Acknowledging the ROI challenges of publicly and privately funded venture incubators and business accelerators; truth be known.

Addressing essential return on investment, one entrepreneur at a time.



ILCMA 2019 | Summer Conference

Thursday 6 June 2019 | 2:15 – 3:30 P.M.

Session 1: Are Startup Incubators Becoming Incinerators for Municipal Money? *Leading Your Community Down a Brighter Path, One Entrepreneur at a Time*

John R. Dallas, Jr.
Co-Founder and CEO

ENCLAVE for Entrepreneurs Foundation Inc.

ENCLAVE™



John R. Dallas, Jr.

Co-Founder and CEO (Chief Enlightenment Officer)
ENCLAVE for Entrepreneurs Foundation, Inc.

ENCLAVE for Entrepreneurs at O'Hare International Airport in Elk Grove Village, Illinois

- Since 2015, leading what is collectively known as **ENCLAVE**; the foundation, community, and building
- Since 2005, leading **Hillview Partners**, a network of independent subject matter experts
- Since 1974, formerly President of five tech-based B2B and B2C nationwide service companies:
 - Chicago Title Credit Services, Inc.**, Chicago
Consumer and commercial credit data aggregator (*i.e.*, “big data” for banks and others)
 - CreditComm Services LLC**, Fairfax, Virginia (D.C. area); now known as Intersections Inc.
Consumer credit data services, predictive analytics modeling, and marketing services
 - Market Access Resources Corp.**, New York and Springfield, Virginia
Consumer credit data services, predictive analytics modeling, and marketing services
 - Group Concepts Capital Corp.**, New York
Consumer credit data services, predictive analytics modeling, and marketing services
 - ETX Corporation**, New York
Electronic publishing and editorial services; mostly for Wall Street-types of information
- Decades of volunteer leadership in entrepreneurship education, the arts, and faith communities
- Duquesne University and Columbia University, majored in journalism and mass communications

60 Years of Perspective

From age 8's lemonade stand, to leading venture teams in Pittsburgh, New York City, Fairfax, Virginia, Southern California, and Chicago . . . all in 60 minutes. **Let's go!**



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The **Free Enterprise Way-of-Life** from 1919-2019 | One Century of Entrepreneurship Education



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**For well over 100 years,
entrepreneurship educators
still struggle to keep it all
appealing, and to “keep it real.”**



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Curiosity



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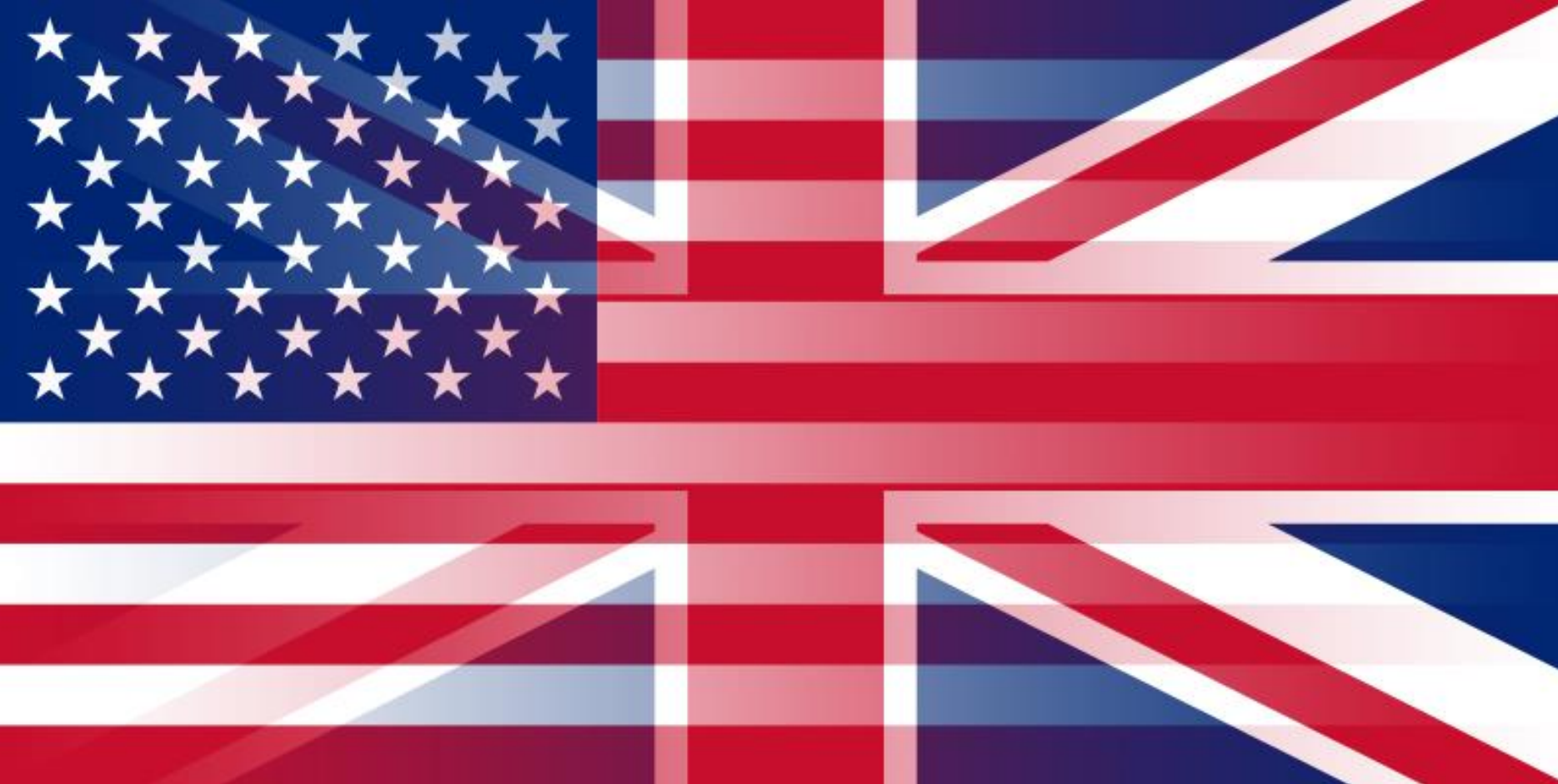
London | Edinburgh
17-31 May 2019

**YieldTrips™**

FounderExchange™ for Transatlantic Learning and Earning Facilitated by ENCLAVE

YieldTrips™

ENCLAVE™



Welcoming Entrepreneurs MidEnglandUSA™ 2026

Twelve U.S. Midwestern States have Approximately the Same Population as the United Kingdom, 65 Million People
Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin

**ENCLAVE's Transatlantic
Initiative for Forging
Strategic Alliances with:**

**England
Scotland
Ireland
Wales**

**Four Members of the British
Commonwealth of Nations:**

**Australia
Canada
New Zealand
South Africa**

**Should Brexit occur, we have
been unable to identify a
single product or service that
the U.K. could not find in
MidEnglandUSA™.**

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MidEnglandUSA™ - Scotland Entrepreneurs Alliance

US Midwest States: Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin



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A word about ENCLAVE offers context for today's bold representations and recommendations.

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Entrepreneurs | Learning & Earning

Entrepreneurs

Bring More to LifeTM

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A public-private partnership that's breaking new ground for an entrepreneur support ecosystem.



Beyond BUSINESS FRIENDLY
ELK GROVE VILLAGE, IL

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Co-Founders: John R. Dallas, Jr., CEO | David E. Morrison, Jr., M.D. | David E. (Daven) Morrison III, M.D.

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Why?



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Socioeconomic **Logic**



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New entrepreneurs create new ventures.

New ventures create net new jobs.

New ventures and new jobs create **new tax revenue, new charitable contributions, new consumer spending, more investing, and more saving; all of which increase **socioeconomic stability**.**

From a **businesslike** return-on-investment (ROI) point-of-view . . .

Incubators **don't** work.



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From a **businesslike** return-on-investment (ROI) point-of-view . . .

Accelerators don't work.



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From a **businesslike** return-on-investment (ROI) point-of-view . . .

Mentorship alone **doesn't work.**



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From a **businesslike** return-on-investment (ROI) point-of-view . . .

**SCORE, SBA, and other legacy
“help” programs don’t work.**



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From a **businesslike** return-on-investment (ROI) point-of-view . . .

Optics (PR) can get in the way of clarity about ROI for incubators and accelerators.



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Core Supportive Rationale

If the vast US ecosystem were to be evaluated, for a **businesslike rate of return (ROI) on aggregate investment, few (if any) serious investors would accept the **50 to 90% failure rate** for entrepreneurs who have been “helped” by prevailing legacy entitlement models.**

Classes, degrees, certificates, awards, and other **venture-centric entrepreneurship education elements fall short of defensible return-on-investment (ROI) criteria of many types.**

Political leaders without direct experience as entrepreneurs, or without any entrepreneurs as family or friends, may be missing some of the **human aspects of entrepreneurship.**

Government employees are evaluated by how efficiently they **spend money.**

Entrepreneurs and other business people are evaluated by how efficiently they **generate more and more money.**

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If your community has 30,000 residents, you'll have only 90 people each year who will open **new** businesses; that's **3 out of every 1,000; 0.3% of your population.**

Do you know who they are? Do you know how to find them? Once you find at least 45 of the 90, **what would you do** to support their upside socioeconomic potential for your community? Keep these thoughts top-of-mind.

Find them.

Qualify them.

Support those who qualify.

Stay in touch!

Consider using Salesforce® or some other robust and truly adaptable customer relationship management system.



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Tracking incorporation filings falls short of the mark.

Staff and members of churches, synagogues, mosques, and other places of worship may know about **entrepreneurs among their faith communities.**

Baristas at coffee shops, staff at copy shops, office supply stores, and shipping centers, attorneys, bankers, real estate agents, hairdressers, and others may know.



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Take an entrepreneur to coffee at least once each month . . .

Listen

Ask questions

Offer input

Provide sales leads

Introduce resources

Consider doing business

Suggest ENCLAVE



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How a Business Starts

A business starts in an entrepreneur's mind!

Before a business opens, the person feels the potential of her or his "baby;" the yet unnamed venture to be.

Why would any community ignore these critically important first steps in the business-building process?

Psychology, emotional competence, social skills, and other human elements of the visionary need to be assessed and addressed as quickly as possible after the seed for the venture starts to germinate.



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- **Starting** a business
- **Opening** a business
- **Launching** a business
- **Scaling** a business
- **Selling** a business

How do you **feel** when you hear the words, “starting a business?”

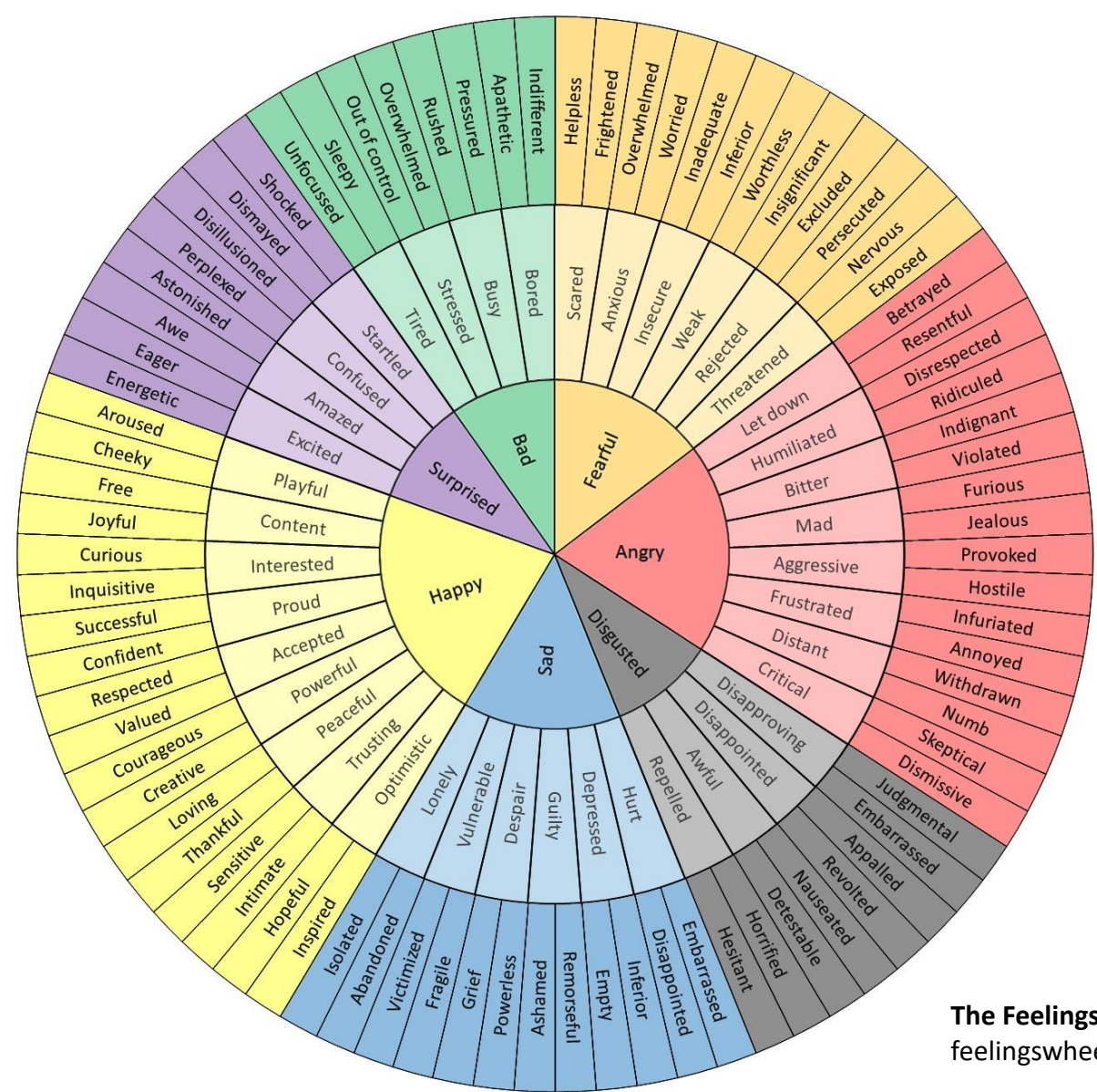
... for **yourself**?

... for a **loved one**?

... for a **friend**?

... for a **person you don't know**?

No feeling one way or the other?



The Feelings Wheel
feelingswheel.com

Venture-Relevant Immersive Experiential Education through:

**Competence Assessment and
Competence Development**

Coursework and Coaching



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The causative factor that dares not speak its full name . . .

Judgment Competence

Better **Decision Making**

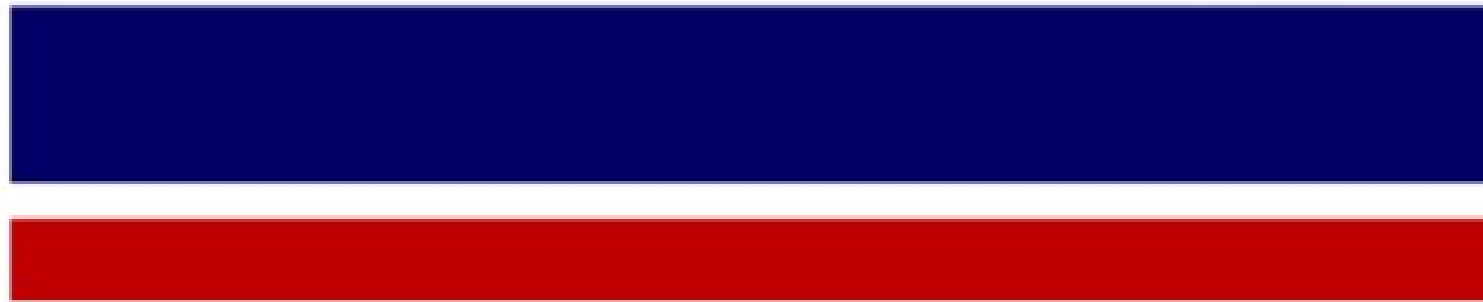


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AJIL™



Assessment of
Judgment and
Insight for
Leadership

As we rightly think (and worry a bit) about artificial intelligence (“AI”), we must also talk about improving efficiency of human intelligence.

The Entrepreneur Mind

Applied metacognition is the core of ENCLAVE’s pedagogical rubric for facilitating adult and younger-age learning.

Replace “the entrepreneurial mindset” with “the **un-set entrepreneur mind,” and you’ll get closer to understanding what’s happening. This is **applied metacognition** at work; *thinking about how YOU are thinking about how an entrepreneur mind may be thinking.***

From IBM's beginning, and probably until the end of today's definition of time . . .



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Think different.

Metacognate Beyond Implicit Biases and other Barriers



Metathink

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Who?



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Ent**re**preneurs

Int**ra**preneurs

Int**er**preneurs



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Many entrepreneurs welcome **reinventing their ability to learn**. With applied metacognition as the core pedagogical rubric of ENCLAVE's coursework and coaching, the entrepreneur mind emerges as **"intelligence having fun;"** learning to invite and harvest serendipity's (luck's) inestimable value.

The Entrepreneur Mind

Unrestrained **curiosity**

Childlike wonder
(*n.b.*, not childish)

Unconventional **insight**

Purposefulness

Innovativeness

Persistence

Passion . . . More! Much more!

Curiosity Critical™



Ideas for thinking deeper, wider, and higher . . .

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The Entrepreneur's Road to Success is Flooded with **Opportunities** and **Threats**



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Coming at entrepreneurs from many directions . . .

■ **Apathy**

■ **Envy** (Conscious or unconscious on the part of the self-revealing perpetrator.)

■ ***Schadenfreude***

With each successful act, an entrepreneur may feel distance developing from unconsciously envious others. As founders succeed, sadly, some influencers retreat.

Entrepreneurs are navigators of change;
orienteers reading waves of needs,
wants, and other marketplace demands.



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- **Uncertainty**
- **Ambiguity**
- **Combustion**

Self-Doubt Signals Need for:

- Self-Reflection
- Self-Awareness
- Self-Expression
- Self-Optimization
- Self-Care

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Normally the entrepreneur's core motivation is not, not, **not money**. The founder who believes "*it's only about making money*," often lacks venture-relevant **self-awareness**.

*It is not, not, **not** primarily about money . . .*

- **Significance**
- **Sense of Place**
- **Belonging**

Self-Determination Theory (SDT) Basics:

1. Autonomy

2. Competence

3. Relatedness

The high-risk **quality-of-life** impact of . . .

Precaarity



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The dawning of the stage of . . .

Precarious



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The entrepreneur's **highly personal experience** of . . .

Precariousness



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The Entrepreneurial Precariat



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Those living among the entrepreneurial precariat, intermittently (sometimes frequently) may not have enough money to pay for:

- **Food and medicine**
- Rent / mortgage
- Utilities
- Healthcare coverage
- Transportation
- Clothing and dry cleaning
- Toiletries
- Grooming services
- Exercise
- **Student loan repayment**
- Marriage / relationships
- Gifts for others or self
- Financial support for others
- Charitable contributions
- Ongoing education
- Furniture and equipment
- Recreation / entertainment
- **Taxes, fees, fines . . .**

The Perilous **Prison** of Precarity

The Entrepreneur's Sense of **Entrapment**



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“**Precaria** is a concept suggested in the framework of the international campaign of the non-governmental organization *Un techo para mi país* (TECHO), in English “**A roof for my country,**” that designates allegorically an imaginary country, **Precaria**, which would be inhabited by all the poor people from Latin America, for pointing out the magnitude of this critical situation as opposed to the constitutional law of the region and the human rights system of international law (such as Bill of Human Rights and the Millennium Development Goals).”

(From Wikipedia)

Luck



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*“Aiming for perfection is a miscalculation of life’s possibilities. Working, working, working toward ‘**best possible outcomes**’ will get you as close to perfection as this less-than-perfect world allows us imperfect humans to achieve. **Near-perfect** is perfect enough.” –Enclavius*

Enclavius*

Ancient Philosopher in Entrepreneurial Purposefulness

The Enclavian Society

Philosophy, Ethics, and Realism for Entrepreneurs

* *n.b.*, Enclavius is a whimsically fictitious figure who never lived.
The Enclavian Society exists within the ENCLAVE Community.

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Entrepreneurship education programs must be more transparent with students (of all ages) who may be entering **The Entrepreneurial Precariat**.

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- Municipalities
- Civic Organizations
- Banks
- Educational Institutions

Support

(Not **HELP**)



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Support for Entrepreneurs from Educators

Identify among students, faculty, administrators, parents, spouses and others hidden assets of aspiring entrepreneurs (or all ages and career stages) working on ideas, projects, and ventures in their classroom, labs, garages, workshops, home offices, or elsewhere.

Underwrite venture-relevant **competence assessment** and **competence development** tools and programs, and possibly fund tuition for an educational program to focus on venture-relevant psychology of an entrepreneur.

Offer intense personal budgeting classes. Personal negotiation skills. Learning “to ask.”

Expand the options available for students interested in launching new job-creating ventures.

Offer tuition-free evening or online courses for entrepreneurs who meet minimums for hiring new people and generating new revenue.

Be more transparent about the entrepreneurial precariat.



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Support for Entrepreneurs from Banks

Identify among portfolios of clients and prospects hidden assets of aspiring entrepreneurs (or all ages and career stages) working on ideas, projects, and ventures in their garages, workshops, home offices, or elsewhere.

Underwrite venture-relevant **competence assessment** and **competence development** tools and programs, and possibly fund tuition for an educational program to focus on venture-relevant psychology of an entrepreneur.

Delay repayment, and possibly eventually forgive, school loans of **first-time venture founders** who at least hired one person (full-time, W-2) *per* year for each of three-to-five years, provided the founder's venture names the same bank as the principal depository for all funds associated with the venture, and first hires are encouraged to use the same bank. The venture's account would have to meet certain minimums, and remain active for a certain number of years after the school loan is forgiven. If the full loan cannot be forgiven, perhaps only interest.

Small Business Administration (SBA) may be amenable to guaranteeing some portion of this type of transaction.

Support for Entrepreneurs from Organizations

Identify among members and guests in your community **hidden entrepreneurial assets**; active or aspiring entrepreneurs working on ideas, projects, and ventures. Through others you may learn of those working in their garages, workshops, home offices, or elsewhere.

Underwrite venture-relevant **competence assessment and competence development** tools and programs, as well as the 14-week immersion education program offered at ENCLAVE Building and elsewhere by Founders1st Academy.

Invest restricted cash in two to five ventures each year; \$5,000 to \$25,000 in each. (Some organizations may go higher.)

Identify among your organization's members local vendors, consultants, and other suppliers to "keep local" the venture's basic spending.

If appropriate, welcome the entrepreneur to a free membership in your organization, for a set period of time.



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Support for Entrepreneurs from Municipalities

Identify among residents your community's **hidden entrepreneurial assets**; active or aspiring entrepreneurs working on ideas, projects, and ventures. Through others you may learn of those working in their garages, workshops, home offices, or elsewhere. (Be alert to licensing issues.)

Underwrite venture-relevant **competence assessment and competence development** tools and programs, as well as the 14-week immersion education program offered at ENCLAVE Building and elsewhere by Founders1st Academy.

Invest restricted cash in two to five ventures each year; \$10,000 to \$50,000 in each. (Some communities may go higher.)

Refund any and all licensing fees, when the venture signs its first lease for at least 24 months of commitment. Consider waiving certain taxes and fees for a period of time. (Special situations apply in each community.)

Identify local vendors, consultants, and other suppliers to “**keep local**” the new venture’s basic spending.



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Essential Checks and Balances for Municipalities⁷⁴

Municipalities are encouraged to invest taxpayer money, and other dedicated resources, in support of entrepreneurs, not venture-centric entrepreneurship; individuals, not specifically their ventures.

Municipalities will **own percentages of equity** in ventures launched and led by individuals they support, as one of several measurements for the ROI success of entrepreneurs.

No public money should be invested before a battery of competence assessment tools are used with the entrepreneurs who are expected to perform/produce to the plan that earned the vote of confidence from the municipality.

No public money should be invested without a professional *development and accountability* coach assigned to the entrepreneur.

No public money should be invested without quarterly review of books by the municipalities accounting firm, and a review of legal filings would be conducted by the municipality's staff attorney or law firm.

For entrepreneurs of any age or venture stage; **job-creating, value-generating, and difference-making founders of ventures that are months-young to decades-old.**



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Q&A

Questions and Responses

“Not all responses can be, or should be, answers.”

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Part 2

Is there time for more?

Read on, please.

Reach out for more information to
John Dallas,
David Morrison, or
Daven Morrison.

312.643.8000



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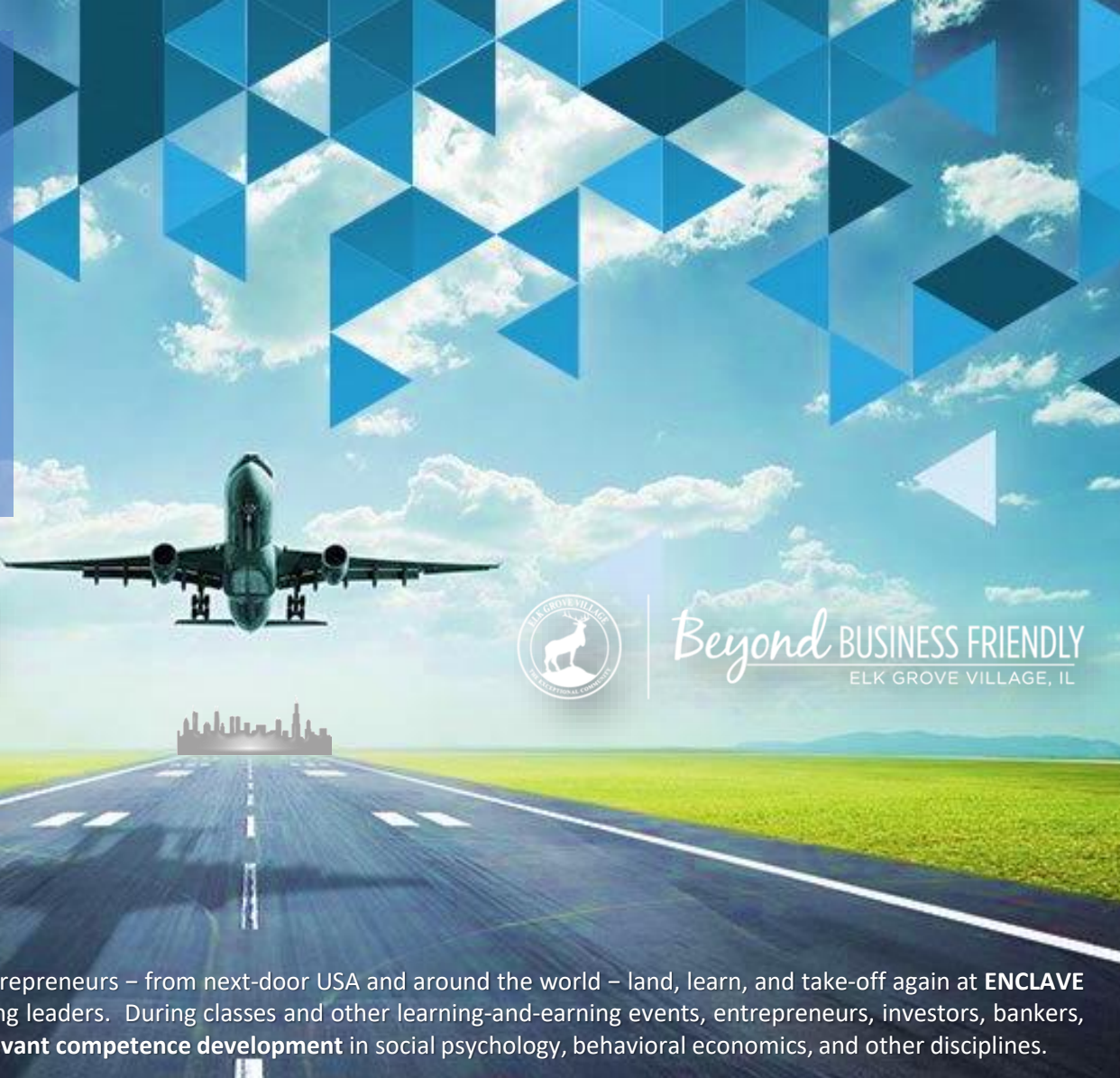
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Co-Founders:

John R. Dallas, Jr., CEO
David E. Morrison, Jr., M.D.
David E. (Daven) Morrison III, M.D.

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Free Parking | Sponsors and Contributors Invited



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- | | | | | | |
|----------------|----------------------|---------------------------|-----------------------------|-------------------|-----------------------|
| Master Classes | Social Psychology | Strengths Identification | Toward Sound Judgment | Self-Reflection | Peer-to-Peer Support |
| Work Spaces | Behavioral Economics | Competence Development | Toward Secure Relationship | Self-Awareness | Professional Coaching |
| Meeting Places | Metacognition | Opportunity Qualification | Toward Superior Performance | Self-Optimization | Mentor Matching |

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Coursework and Coaching

BrilliantBuilders™ Academy
MidEnglandUSA™ Alliance
USAInc250™ Celebration
YieldTrips™ Initiative

High School and College
Students and Faculty Workshops

Elk Grove Village
Business Leaders Forum

Cook County Board
Commissioner Kevin B.
Morrison's Office Hours
for Entrepreneurs

Congressman Raja
Krishnamoorthi's
Special Events

Military Academies
Recruiting Briefings

Select Chicago Host Facility
Access O'Hare West Host Facility

SBA, IMEC, Tollway Authority,
and other organizations are
Affiliated in various ways

The People
The Program
The Place

Coursework
Coaching
Community

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Psychology
 Sociology
 Emotional Competence

Individuals 1st
 Ventures 2nd
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**ENCLAVE is about you,
first and foremost.**

Ventures second.

Profits third.

Self-Reflection
Self-Awareness
Self-Optimization

Judgment
Relationship
Performance

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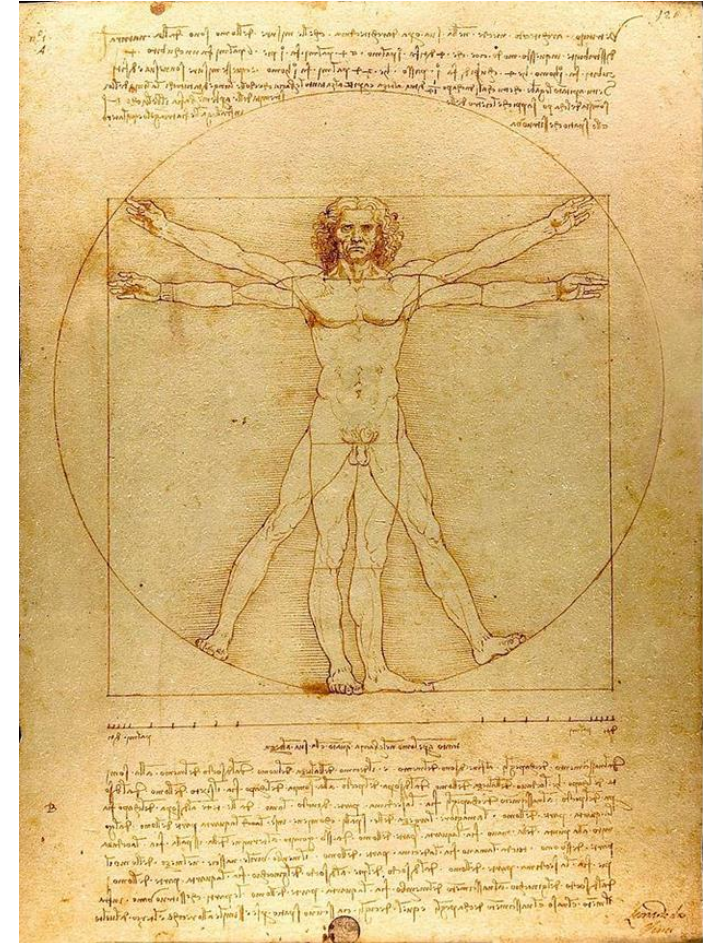


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Honoring, assessing, and addressing the mind, body, and whole of each entrepreneur, ENCLAVE is mission-driven to prioritize, above a venture's growth, each person's venture-relevant development.



Leonardo da Vinci's "The Vitruvian Man"

Venture-Relevant Immersive Experiential Education through:

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Competence Development**

Coursework and Coaching



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The causative factor that dares not speak its full name . . .

Judgment Competence

Better **Decision Making**

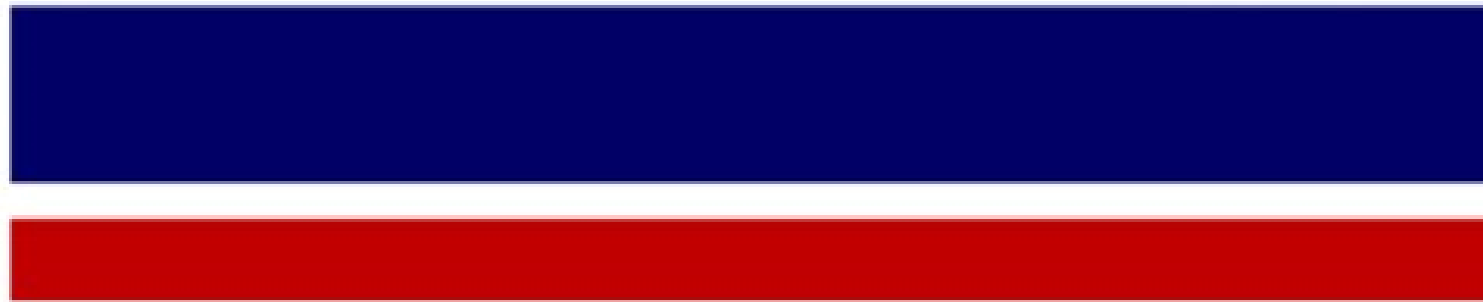


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- Master Classes
- Work Spaces
- Meeting Places
- Social Psychology
- Behavioral Science
- Metacognition
- Strengths Identification
- Competence Development
- Opportunity Qualification
- Toward Sound Judgment
- Toward Secure Relationships
- Toward Superior Performance
- Self-Reflection
- Self-Awareness
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- Peer-to-Peer Support
- Professional Coaching
- Mentor Matching

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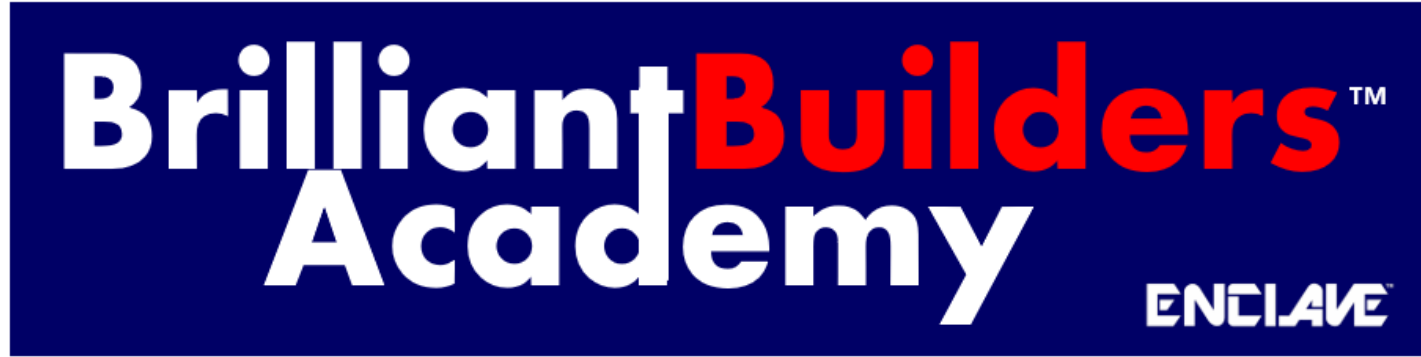
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Entrepreneurs often feel lonely.
Loneliness comes with the territory of the highly personal nature of a thoughtful person's entrepreneurial career journey.

Entrepreneurs are simply NOT alone!

Among the professional and volunteer coaches, therapists, mentors, peer counselors, and others at ENCLAVE at O'Hare, eager ears, minds, and hearts are ready to lean-in and listen.

Our supportive team may not have answers for every entrepreneur who reaches out to invite input, yet we should always have **constructive responses**, and additional resources to offer, as needed.

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ELK GROVE VILLAGE, IL

It's personal.

Entrepreneurship is
Very personal.

Mental Health +
Physical Health =

Venture Health

Too often
entrepreneurs have
difficulty separating
their personal
identity from the
identity of the
venture(s) they
launch and lead.

Personal brands and
venture brands fuse.

- Insecurity
- Inadequacy
- Lack of Confidence
- Lack of Competence
- Depression
- Anxiety
- Loneliness
- Sense of Futility
- Feelings of Failure +

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“The most brilliant and creative amongst us are sometimes the most troubled, and nowhere is that clearer than in the entrepreneurial ecosystem. With each passing unnecessary death, the importance of mental health comes briefly into focus... but that focus lasts no longer than a news cycle and nothing changes. The time for lip service came and went long ago. We must take these issues seriously and we need to act.”

–“Investors and Entrepreneurs Need to Address the Mental Health Crisis in Startups,” TechCrunch

<https://techcrunch.com/2018/12/30/investors-and-entrepreneurs-need-to-address-the-mental-health-crisis-in-startup-culture/>

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Combat Recovery



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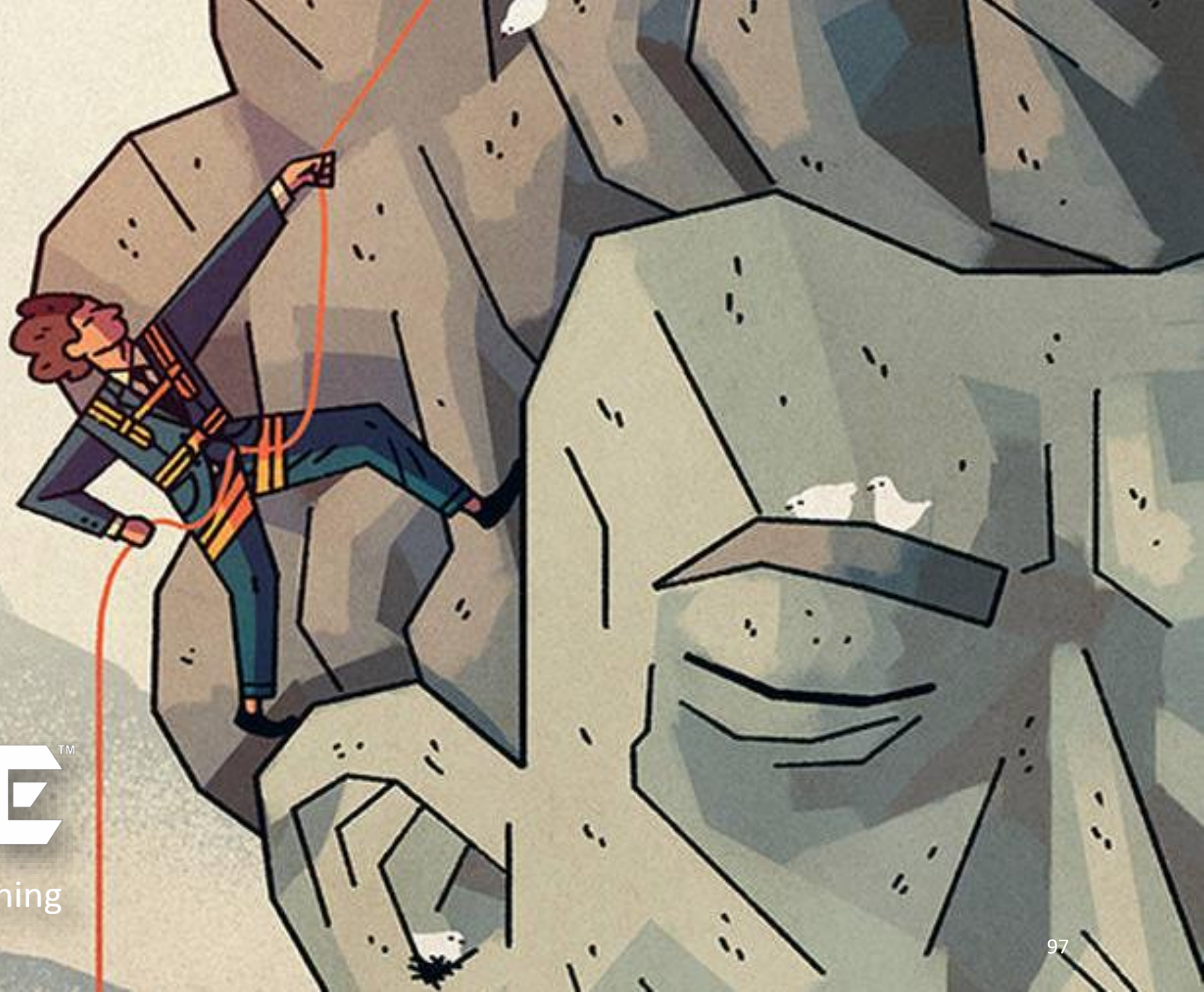
Healthcare

professionals could become extra sensitized to the complexity of diagnosing and treating high-performing entrepreneurs prone to **subordinating personal health**; often prioritizing “health” of their ventures and other people. **This is risk!**

Scaling the Entrepreneur Mind, One Entrepreneur At a Time

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Q&A

Questions and Responses

“Not all responses can be, or should be, answers.”

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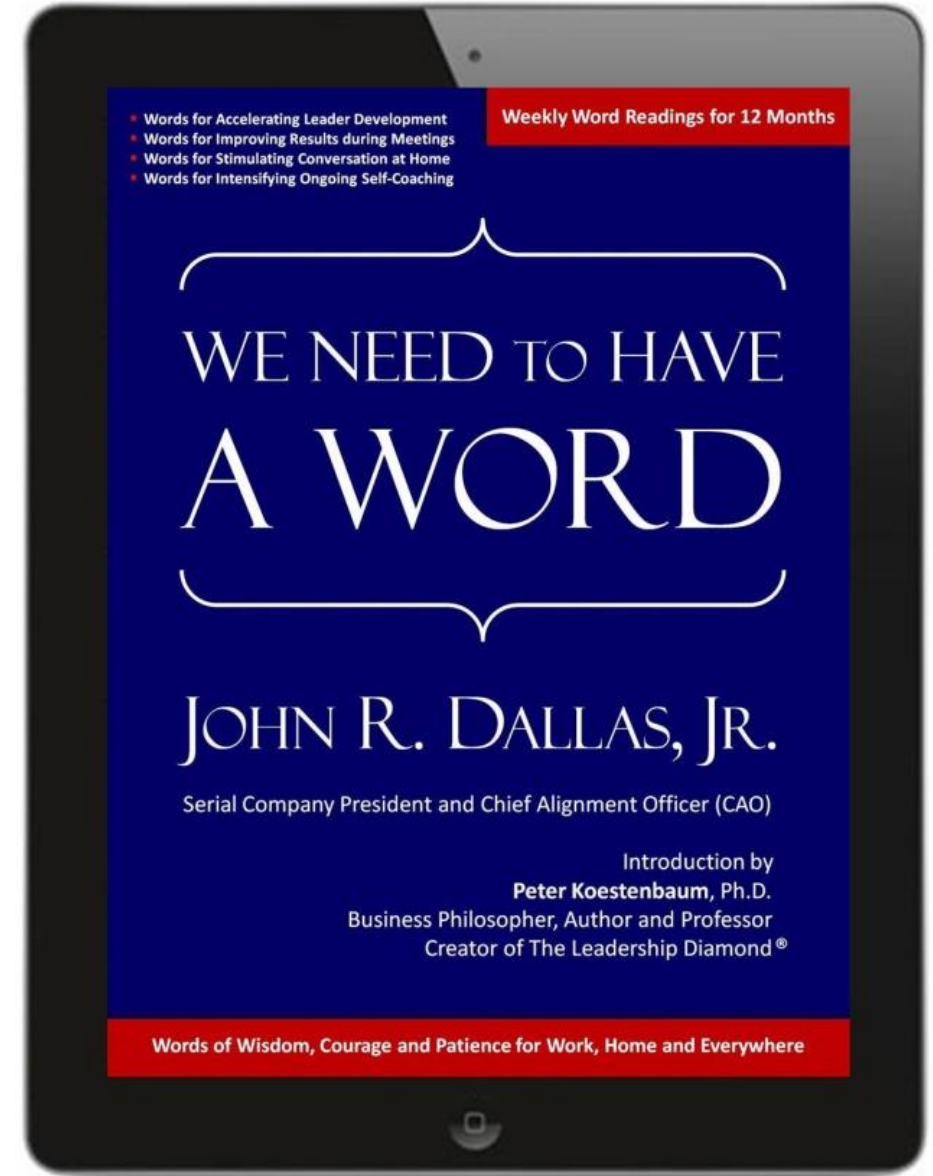
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*It's after midnight. Is it a weekend?
Do you know where your entrepreneurs are?*

Thank you!



ILCMA 2019 | Summer Conference

Thursday 6 June 2019 | 2:15 – 3:30 P.M.

Session 1: Are Startup Incubators Becoming Incinerators for Municipal Money? *Leading Your Community Down a Brighter Path, One Entrepreneur at a Time*

John R. Dallas, Jr.
Co-Founder and CEO

ENCLAVE for Entrepreneurs Foundation Inc.

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