
Stephen Oskoui

Strategic Thinking Paper
May 16, 1999

I hereby certify that I have honored the Stanford Honor Code.

Stephen Oskoui

May 17th, 1999

Personal Vision for the Future (2009)

In 2009, I am enjoying life in a career that continuously pushes my limits and challenges my assumptions about myself. At the same time, I take time to maintain my relationships with friends and family, while continuing to explore and learn about the world. By 2009, I hope to have found someone with whom I will spend the rest of my life and would like to be in a position where I can provide for all the needs of a family. I celebrate my 30th birthday on July 3, 2009.

1.0 How are you creating value for your company and community?

I play the role of a creative visionary and create value by defining problems and by finding or helping others find innovative solutions to their problems.

Problem faced by Others	How I Create Value
People and organizations often get into situations where they can't get out of their daily routine to see the "big picture."	I am very good at extrapolating from trends and looking ahead to the future. I also like to take a birds-eye view, holistic approach to the world and can often help people find new frameworks with which to view their problems.
It is very difficult to look into a situation and clearly determine a set of problems that need to be solved.	I can often find where people are hurting by listening to them and by observing their actions. Once I have done this, I have a knack for translating this pain into well-defined problems.
People need purpose and a reason of being in order to do great things. Unfortunately, it is often difficult to find inspirational goals to live by.	I really like to help people figure out what is important to them. Often, I can help them translate these interests into clearly defined, inspirational statements of purpose and direction.
People often get into situations where they place too much emphasis on their current comfort and ignore their future development.	Although this is not often something that people initially appreciate about me, I often serve as an irritant that challenges existing systems and current practices. I am very rarely content with things as they are and always seek improvement.

2.0 What are your purpose, values, mission, and core competencies?

2.1 Core Purpose:

To turn dreams into reality.

2.2 Core Values:

- Legacy: I want to have a lasting impact on the world.
- Trust¹: I try to be a loyal and dependable person and I expect the same from others.

¹ Kosnik, Tom (1999), Remarks in IE271 class in Spring Quarter 1999. The qualities of loyalty and dependability are only two aspects of the trust spider, but I mention them because they are most important to my definition of trust.

- Understanding: I always try to learn more about what makes the world tick. This often includes caring about where other people (and cultures, organizations, etc.) are coming from.
- Self-improvement: I like to continuously improve myself by learning from experience, by seeking input from those around me, by observing others, and by confronting my greatest fears.
- Innovation: I am always searching for new, challenging problems that can drive me forward.

2.3 Mission:

- To build an organization that provides significant benefits to society, while enabling its employees to develop their skills, follow their passions and find happiness.
- To find ways of sharing my passion for entrepreneurship leadership and innovation.
- To learn more about myself, while developing my emotional maturity and intelligence
- To be a person that others love to call partner, family, or friend
- To maintain strong friendships with people who share my goals and values.

2.4 Core Competencies:

- **Creative**² – the ability to “envision powerful new ideas, frame alternative solutions, and find effective new ways of doing things.”
- **Curious** – an interest in learning how the world works
- **Optimistic**³ – Optimistic people react to the setbacks of life positively and bounce back from life's defeats briskly. In the end, they are more likely to be healthy and successful.
- **Intuitive**⁴ – the ability to “notice, trust, and actively use your hunches, gut-level reactions, senses and other non-cognitive responses”
- **Proactive**⁵ – the ability to take responsibility for one's own life and make behavior a product of conscious choice, based on values, rather than a product of conditions, based on feelings
- **Thrive on Change**⁶ – I love change and can quickly adapt to changing environments
- **Motivational Leadership** – In countless instances, I have demonstrated a willingness to take charge of situations and an ability to lead and motivate others.
- **Ability to Discover Patterns** – I am often capable of connecting seemingly unrelated pieces of information and finding patterns where others see chaos.

² Orioli, Esther (1996, 1997) *The EQ Map*, AIT and Essi Systems, San Francisco, CA. My description of creativity came from this test. According to it, creativity is one of my optimal competencies. Creativity is also suggested by my Expressive communication style, described in Peoples, David A. (1993), *Selling to the Top*, John Wiley & Sons, New York, NY.

³ Seligman, Martin (1998), *Learned Optimism*, Pocket Books, Simon & Schuster, Old Tappan, NJ. My description of optimism is adapted from this book. However, I do not agree with its assessment of my optimism. Although I personally consider myself to be a very optimistic person and was rated as very optimistic by the *EQ Map*, this book said I was moderately pessimistic. This was primarily because I tend to personalize bad events. However, I believe that this is one of the reasons I am successful and that it is related to my pursuit of continuous self-improvement. Although I may blame myself for problems I run into, this is because I am optimistic enough to believe that I can always improve, and therefore, avoid similar situations in the future.

⁴ Orioli, Esther (1996, 1997) *The EQ Map*, AIT and Essi Systems, San Francisco, CA. My description of intuition came from the EQ Map. According to this test, intuition is one of my EQ strengths. Intuition is also suggested by my ENTP personality type (see below)

⁵ Covey, Steven (1989), *7 Habits of Highly Effective People*, Simon & Shuster. Chapter 1, “Be Proactive,” describes the implications and practice of proactivity. I believe that proactivity, as described by Covey, is related to the “Personal Power” category of the *EQ Map*. By this metric, I am very proactive. I was rated as optimal in the “Personal Power” category.

⁶ Briggs-Myers, Isabel, and Elisabeth Myers, *Myers Briggs Type Indicator, Self Scoring*, California Psychologists Press. My Myers Briggs Type Indicator Score is ENTP. At <http://metalab.unc.edu/pub/academic/psychology/alt.psychology.personality/profiles/entp>, it says that “ENTPs value progress and change, both in their personal lives and in the world as a whole. The idea of a static, unchanging life ... is abhorrent to an ENTP. ENTPs are always seeking out new experiences, new ideas, and new achievements.”

- **Understanding of Technology** – Technology fascinates me, and as a computer science major, I have learned how to build many of the technologies that are currently revolutionizing society. Furthermore, I often see the implications of technology far in advance of its implementation.
- **Understanding of People** – I have always been good at understanding people and my skills in this area are constantly growing stronger. During my time as a resident assistant, I developed these skills further and turned them into a strong competitive advantage.

3.0 What brings you happiness and peace of mind?

- Knowing that I am a kind, value-oriented, and trustworthy individual
- Creating things that others appreciate
- Helping others discover that they are in control of their lives
- Spending time with people whom I trust completely
- Seeing that others love and/or appreciate me
- Doing things that once scared me or that I once thought impossible

4.0 What events in 98-99 helped you get started on the road to 2009?

- Accepting a job as a resident assistant for the 99-00 school year. This job helped me learn a lot more about myself and helped me learn how to work well with others.
- Accepting a job at Chip Shot Golf during the summer of 1999. This was my first time working for someone else and was a great introduction to the logistics of rapidly growing Silicon Valley start-ups. I got to get my hands dirty in a number of departments and functional roles and had the opportunity to help set the direction of a very well run company.
- Choosing to stay at Stanford until I complete my education here. I had the opportunity to stop out and start a company, but decided that Stanford was more important for my long-term growth.
- Spending a very high percentage of my time building friendships, learning new recreational skills, and focusing on the “Quadrant II”⁷ emotional development that I neglected in the past.
- Rooming with Joe Stone during the 98-99 school year. Since Joe is so different from me, has such completely different beliefs, and comes from a very unfamiliar background, the friendship we have developed has been tremendously valuable and has helped me blossom as an individual. Our experiences helped me learn about understanding and “empathic communication.”⁸
- Reading *Built to Last*, a book which has had a tremendous impact on the way I view success, leadership, and organizations. It helped me realize that its possible to be both happy and financially successful, using the “genius of the and.”⁹
- Writing a strategic thinking paper for IE271. This has helped me evaluate a number of important decisions that I know will affect me in the future.

⁷ Covey, Steven (1989), *7 Habits of Highly Effective People*, Simon & Shuster. “Quadrant II” is a term introduced in Chapter 3, “Put First Things First,” which is used to describe activities that are important, but not urgent. Because they aren’t urgent, these activities often fall by the wayside, although they are essential for success.

⁸ Covey, Steven (1989), *7 Habits of Highly Effective People*, Simon & Shuster. “Empathic communication” is a process of listening and communicating with others, which is described in the chapter on habit 5, “Seek First to Understand, then be Understood.” This chapter explains that the different experiences people go through causes them to view the world differently. Because of this, you should try to see the world the way others see it, and then use that understanding to treat them the way *they* want to be treated.

⁹ Collins, James C. and Jerry I. Porras (1994) *Built to Last: Successful Habits of Visionary Companies*, Harper Business, New York, NY. The “genius of the AND,” presented in chapter 2, is a philosophy that allows its practitioners to “embrace both extremes of a number of dimensions at the same time.” It means that you can be pragmatic AND idealistic, invest for the long-term AND perform in the short-term, etc.

Marketing Plan for June 1, 1999 – June 1, 2000

5.0 Diagnosis:

5.1 Opportunities:

Opportunity	Relationship to long-term Strategy
To develop/establish a program at Stanford that encourages students to learn about and experiment with entrepreneurship.	This directly fits into my plan of sharing my passion for entrepreneurial leadership. Stanford is a great place to start practicing this goal. It also lets me build a lasting organization and practice my leadership skills.
To take a summer internship as a product manager at a venture-backed, Silicon Valley start-up.	Since I eventually plan to start an entrepreneurial organization (another component of my mission statement), it might help if I get experience from the successes and failures of an existing start-up.
To broaden my base of knowledge by performing academic research at Stanford.	Through academic research, I can learn much more about some aspect of knowledge (satisfying my curiosity), while perhaps finding a way for people to more easily find happiness by doing what they enjoy (my primary purpose in life).
To further my emotional development by working as a resident assistant for the 99-00 school year.	This job would let me fulfill my primary purpose in life, while also helping me improve my leadership skills and gain a greater understanding of people.
To follow through with one of my many start-up ideas by building a team that can implement my vision.	This is one of my primary long-term goals, so the fact that I could pursue it now is definitely tempting. However, I have to make sure that doing this now does not prevent me from achieving some of my other goals in life

5.1 Short-term Challenges:

- Striking a balance with different time commitments to ensure that I'm satisfying all my goals in life.
- Setting aside time in my busy schedule to ensure that I practice important, "Quadrant II"⁷ activities.
- Finding ways to follow through on the details of my commitments (a major challenge for ENTPs).
- Figuring out where my primary academic interests lie, in order to begin pursuing advanced coursework and research.
- Making up my incomplete in Math 103 before I begin the next school year.

6.0 Decisions:

6.1 Market Selection:

In 1999, my first set of customers are the students who live in my dormitory. These are my friends and the primary members of my personal network. As a resident assistant, it will be my job to build a relationship with these students and help them develop as individuals during the course of the year. Although it is difficult to pinpoint their customers, since they have very diverse goals in life, most students try to serve professors, other students, potential employers, and other members of the students groups in which they participate.

Another primary set of customers are the professors and other people who serve as my academic mentors and role models. Additionally, these people serve as advisors to my student groups and sponsors for my research projects. The primary customers of most professors are students, research sponsors, and the university administration.

Also important to me are the leaders of Silicon Valley start-up companies, who provide me with strong role models, teach me through their experiences, and provide me with many of the connections that I need to start a company. Some of their more important customers include their investors, the customers of their companies, their employees, and people they see as potential employees.

Another important group of customers are other students who share my passion for entrepreneurship. These students are my co-workers in groups such as BASES and the Stanford Software Developers Network. They are also the people I plan to start a company with when I leave Stanford. Their list of customers is probably very similar to mine.

Finally, my fifth, and perhaps most important, set of customers are my closest friends and the members of my family. Their customers are extremely diverse, but usually include their friends and co-workers.

In order to gain a better understanding of my customers, I have put together a board of directors that includes specific individuals from each of my target markets. This is shown in exhibit 1.

6.1 Marketing Communications:

I will use the 6 M's of marketing communications to reach my customers and customers' customers, as shown below.

- **Motive:** To help my target customers see the benefit of building a relationship with me.
- **Markets:** The target customer groups mentioned above.
- **Message:** I am here to help you fulfill your needs and achieve your goals. Together we can also help turn dreams into reality.
- **Media:** Personal sales calls, e-mail, on-campus events (including many in my dormitory), marketing through my website, word-of-mouth
- **Money:** The budget for this marketing campaign is small, and therefore, requires some creative marketing strategies. I plan to spend a small amount of money on phone calls and food (for dinner meetings). On-campus events will utilize funds held by my student groups and/or dormitory. None of the other media outlets require additional expenditures.
- **Measures:** I use a balanced scorecard set of measures, shown in exhibit 2.

6.3 Product Differentiation:

Exhibit 3, my resume, shows some of the services that I have provided in the past. The services that I provide today include:

- Coaching and mentoring for students that want to either grow as individuals, find a way to balance their goals in life, or learn how to adopt a value-oriented approach to their personal behavior.
- Advice for students that would like to pursue careers as Silicon Valley entrepreneurs
- Help in determining the future direction of organizations/projects undergoing rapid change
- Prototypes for technologies that solve painful problems

I differentiate myself from other Stanford students by:

- Being extremely committed to value-oriented leadership in my own behavior and in the organizations that I run. This practice helps me work well with those who share my purpose and values, while helping others recognize our incompatibilities in advance.
- The synergy between my goals and core competencies. Together, these make me a very strong entrepreneurial leader. When I set a goal for myself, there is very little that can stop me.
- My unusual understanding of both people and technology. This helps me to see possibilities where others see problems.
- My ability to see the “big picture” and look at long-term possibilities. While others struggle in the confines of their current practices, I plan my life around the possibilities of the future.

I differentiate myself from the old Stephen Oskoui by:

- Being much more adept at understanding and dealing with others. When I came to Stanford, I was very self-centered, but many of the challenges I have gone through this year have helped me learn how other people work. I now feel very comfortable dealing with the external world and people are now much more likely to develop friendships with me.
- My ability to look within myself and examine my own values and behavior. This skill, sometimes called self-coaching¹⁰, allows me to practice the continuous self-improvement that is now one of my key values.
- Focusing on the technical skills that I plan to use in the future. While I pursued many interesting technical subjects in high school, my time at Stanford has helped me develop the software development, product design, and marketing skills that I plan to use in the future.
- The strength of my personal network. Although I had a strong relationship with my mother before I came to Stanford, the other aspects of my personal network were relatively weak. Since I have arrived here, I have developed many strong friendships, as well as mentoring relationships with a number of professors and Silicon Valley entrepreneurs.

¹⁰ Matthies, Dennis (1999), Remarks in Education 51 class in Spring Quarter 1999. Instruction in self-coaching was the purpose of this course. Basically, this process enables you to make many small improvements that gradually improve your life. The biggest thing I got out of the class was an enhanced ability to look outside myself and reflect on my own actions.

6.4 Pricing:

My pricing is based on a combination of value, costs, and market pricing. This summer, I plan on accepting a job as a product manager for an e-commerce start-up called Chip Shot Golf. Although I would ask for \$15-17K if I were being paid in cash, I have decided that it is better to take my pay in the form of stock options. For more on pricing, see the section on economic analysis.

7.0 Analysis:

7.1 Customer Analysis:

Customers	Customer Needs	Needs of Their Customers
Friends in Dorm	<ul style="list-style-type: none">• A friend who will support them in times of trouble• A mentor to point them in the right direction	<ul style="list-style-type: none">• Emotional maturity• Leaders and team players• People who are passionate about their life/work
Professors	<ul style="list-style-type: none">• Students who make their work seem meaningful• People to help perform research• Students who make their teaching job easier	<ul style="list-style-type: none">• Innovative Research• Strong Teaching• Lots of Publications• Efficient and financially stable departments
Entrepreneurial Students	<ul style="list-style-type: none">• A strong network• Exposure to issues faced by growing start-ups• Future partners	<ul style="list-style-type: none">• Leaders and team players• People who are passionate about their life/work• People with exposure to the business world
Silicon Valley Leaders	<ul style="list-style-type: none">• First-rate team members• Employees that believe their work is exciting• People who can manage themselves• Financial stability	<ul style="list-style-type: none">• Strong financial performance• Rapid growth• Ability to adapt to changing environments• Companies that solve painful problems
Family Members	<ul style="list-style-type: none">• Someone to support them in times of trouble• Unconditional love• Financial security	<ul style="list-style-type: none">• Happy, healthy people• People who are passionate about their life/work

7.2 Channel Analysis:

In order to reach dorm residents, I will use a direct sales channel. This is because my target customers live very close to me and can be easily reached without a middleman.

Marketing to professors will be a bit more complicated. Currently, most of my connections have been made by taking classes with professors or by visiting them during their office hours. However, other

channels might have greater potential than the ones that are currently being used. For example, students might introduce me to their professors if they consider me a valuable part of their network. If I can provide value to a professor, then I think people will want to do us both the favor of making an introduction. In order to do this, I will need to communicate with my existing stakeholders frequently, providing them with information about my current interests whenever possible.

This same channel has been very effective in marketing myself to entrepreneurial leaders. In fact, this is the way I have met all my current start-up mentors. Amar Goel was introduced to me by a friend in the Harvard Entrepreneurs' Club and I met John Lilly through the former President of the Stanford Software Developers Network. People see the value I offer start-up founders, so they are very willing to introduce me to them. By doing so, they make two people happy at the same time.

My family marketing channel is also direct, since I know them all personally. However, my Mother sometimes serves as the intermediary in my interactions with family members. She does this because she is a true peacemaker and always wants to solve family arguments. She also knows everyone in the family very well, whereas there are some family members that I have never seen outside of family functions.

7.3 Company Analysis:

My purpose, mission, and values are the same in 1999 as they will be in 2009. Although my core competencies are basically the same, I am still in the process of developing my understanding of people/technology, my proactivity, and my leadership abilities.

My major weakness is my difficulty in saying no to new commitments. This impairs my ability to follow through on my existing commitments, decreases the quality of my work, cuts into my sleep, and repeatedly results in me showing up late to meetings or falling behind in my work. In the *EQ Map*, this weakness showed up as a lack of intentionality and a vulnerable score for general health. I hope to improve this by 2009 by working on my time management skills and improving my decision-making ability.

My second major weakness is the difficulty I have in communicating emotions. Although the *EQ Map* found that I was highly emotionally aware, I got a much lower score in emotional expression. My friends have often commented on my relative inability to show emotion and I expect this to be a major challenge for me in my role as a resident assistant. I know I have gotten a little better at expressing emotion in the past few months, but I do not expect this to change significantly by 2009.

Another weakness of mine is the fact that I am not detail oriented. This is a basic characteristic of my ENTP personality type, so I do not think it is something I will be able to change. In order to compensate for this weakness, I will need to find partners who are detail oriented and very strong at execution. Hopefully, there will be a great synergy between my ability to see into the future and think out of the box and their ability to focus on the details and make sure that things get done today.

One more weakness that I perceive is my current lack of a background working as an employee. I have run a few companies on my own and have been in charge of many student organizations, but I have never had a real job and I very rarely serve as a member of someone else's team. However, I hope to take care of this during the 99-00 school year, so I expect it to be a weakness that will disappear by 2009.

7.4 Economic Analysis:

Unlike most people, I am not pursuing a traditional career path, so it is very difficult to quantify the value I provide companies. Instead of comparing my value to average industry salaries, I would like to examine the value of a company both before and after they hire me.

Chip Shot Golf, the company I will be working for this summer, is currently going after the \$4 billion¹¹ golf sporting goods market. My job will be to find ways for Chip Shot to expand into a greater portion of the \$18.25 billion¹¹ sporting goods market and find ways to move into the travel/vacation markets. Basically, I will be responsible for reformulating the vision of Chip Shot Golf as a company. If I am successful in this endeavor, it is possible that my efforts could directly result in a doubling or tripling of Chip Shot's valuation. This method of valuing my work might suggest that I'm worth more than \$100 million to Chip Shot.

An alternative, much more conservative, approach of valuing my services would be to examine the average salaries for product managers in the United States, which is \$69K/yr¹². This is equal to a little more than \$17K for 3 months, which is what I could expect to be paid if I were fully qualified for the job. I don't have a lot of experience in marketing, but on the other hand, I have a great understanding of technology and I understand Internet business models very well, which probably boosts my value by a large measure. This indicates that my expectation of at least \$15K for the summer is reasonable.

Since I am single, already own a car, and since my parents currently pay for tuition, room, and board, my living costs should be fairly low. I currently spend about \$300/month on miscellaneous purchases and expenses, but I will conservatively estimate these to be about \$500/month. This means that I will be spending about \$6,000/year in after-tax income. This is almost covered by my RA job, so I should be free to take almost all of my pay at Chip Shot in the form of stock options.

8.0 Reality Test:

I believe that even the best-laid plans are destined for failure, so it would be prudent to examine some of the greatest threats to my plan.

Threats to Proposed Plan	Preemptive Moves	Responses if Threats Occur
I suffer a major health problem	<ul style="list-style-type: none"> • Purchase insurance and save for a rainy day • Exercise regularly and try to live a healthy lifestyle 	<ul style="list-style-type: none"> • Reconsider financial needs and life goals • Turn to my family for help
The Internet, my current area of expertise, is no longer important	<ul style="list-style-type: none"> • Leverage my current understanding of the Internet to find opportunities that let me learn interpersonal, marketing, and leadership skills that are likely to hold value 	<ul style="list-style-type: none"> • Start an organization that helps the world in a different way, even if it is not as likely to make me money • Find new ways to help people turn their dreams into reality
I discover that I have overcommitted myself again	<ul style="list-style-type: none"> • Use the time management techniques presented in Covey's <i>Seven Habits of Highly Effective People</i> to evaluate commitments before I get myself into messy situations 	<ul style="list-style-type: none"> • Turn to stakeholders and ask for help as soon as I detect a problem following through on my commitments
I get into a long-term relationship that forces me to spend less time working	<ul style="list-style-type: none"> • Take advantage of my current opportunities to provide security for my future • Try to develop a balance between my home/work life now, before it becomes more of an issue 	<ul style="list-style-type: none"> • Reconsider financial needs and life goals • Find ways to contribute to the world that require less of a time commitment from me

To cope with these threats, I plan to consult regularly with the board of directors presented earlier as exhibit 1.

¹¹.National Sporting Goods Association (1999). <http://www.nsga.org/research/purchase2.html>

¹² Abbott, Langer & Associates, Sales/Marketing Management Compensation Summary, Salary and Benefits Survey. (1999)
<http://www.abbott-langer.com/amasumm.html> information

Exhibit 1

Stephen Oskoui's Personal Board of Directors

Since one of my primary goals is to gain understanding by listening to those around me, I have decided to form a personal board of directors composed of my key stakeholders. The primary members of this board are:

Ginette Oskoui, Chairmain of the Board

As my most trusted advisor, my mother is a key member of the Stephen Oskoui board of directors. Since she is both a well-respected MBA and the person who understands me best, I always turn to my mother for feedback on major decisions. She represents the input of the family in my decision making.

Joe Stone, Friend and Roommate

Although Joe does not share my career interests, he knows me well and helps me realize when I'm getting caught up in the details of my academic/career life. Joe is also my primary source for decisions regarding my social life.

Chris Varma, Fellow Entrepreneurial Student

I haven't know Chris that long, but he is already becoming a good friend. He shares my passion for both entrepreneurship and visionary leadership, and by learning about him, I feel like I am learning about myself. He is also a computer science major and has the same CS advisor that I have, Eric Roberts.

John Lilly, founder of Reactivity

John is an experienced technologist who currently runs a start-up incubator. He is very good at helping me focus my thinking on issues related to Silicon Valley entrepreneurship. He has helped me learn how to brainstorm, and by example, has shown me how to evaluate potential partners. Lilly represents the interests of the Silicon Valley leaders that I respect.

Amar Goel, founder of Chip Shot Golf

As a 22-year founder/CEO, Amar knows a lot about the troubles faced by young entrepreneurs and has helped me through many of the career choices that I've been making while at Stanford. Not surprisingly, he has also helped convince me to work at his company for the summer. Amar Goel is serving on my board as both a Silicon Valley leader and a young entrepreneur.

Professor Marion Lewenstein, Department of Communications

Although I am not a communications major, Professor Lewenstein has quickly become my closest mentor at Stanford and has helped counsel me by relaying some of her own experiences. She has also helped me figure out how to bridge the gap between industry and academia. Lewenstein currently represents the interests of my academic mentors.

Exhibit 2

Measures for the Success of Stephen Oskoui's Marketing Campaign

Financial Goals:

- Keep non-tuition expenses to under \$500/month
- RA Job = \$6K/yr
- Summer Job = \$15K
- Annual return on investments = \$50K

Learning Goals:

- Learn something meaningful every day
- Take one course that intimidates me per quarter
- Experiment with improv
- Learn to dance

Customer Goals:

- Spend 10+ hours per week building relationships
- 90+% high satisfaction in the RA evaluations
- Find jobs for 5+ friends/yr
- Help 5+ students per year discover their passions

Process/Productivity Goals:

- Recruit 5-10 strong students for Chip Shot Golf
- Help Stanford students found 3+ start-ups per year
- Publish 1 article per year
- 15+ units of work/quarter

Adapted from: Kaplan, Robert S. and David P. Norton (1996), "Using the Balanced Scorecard as a Strategic Management System," *Harvard Business Review*, Reprint #96107