



SMALL BUSINESS HORIZON

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HUMANE ENTREPRENEURSHIP FOR A NEW WORLD



WE ADVANCE TOGETHER

LETTER FROM
THE EDITOR

Given the truly hectic nature of celebration, we had taken a two-month hiatus from SBH. As MSMEs Day celebrations and subsequent days of action required our attention, our writing was put to a hold. However, this time off gave a true moment to stop and filter through our ideas to provide you with what we have found to be the most pertinent and inspiring pieces for our audience. We thank you for staying with us, and we hope that the following pieces both guide and assist you in your entrepreneurial pursuits.

All the best,

Dr. Ayman El Tarabishy

Dr. Ayman El Tarabishy is the deputy chair of the Department of Management at the George Washington University School of Business and President & CEO of ICSB.

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UN JUNE 27TH MSMES DAY CELEBRATION

In 2016, the International Council for Small Business (ICSB) assembled a small business panel at its 61st World Congress at the United Nations, in New York City. Throughout the day, speakers were asked to share their understanding of the obstacles and challenges that entrepreneurs and small business owners face in their respective countries. This panel, moderated by Dr. Winslow Sargeant, requested that each panelist provide examples of the best practices from their nations in addition to the strategies to best support and promote small and medium enterprises (SMEs).

The outcome of the event was the recognition that support for MSMEs must be elevated to and at higher levels. Reading the following proclamation, Dr. Ayman El Tarabishy voiced ICSB's dream for MSMEs: "Seeing the need for broad SMEs support, ICSB calls on the United Nations to establish a dedicated Name Day for small and medium enterprises." Enthusiastically welcomed by the panelists and conference attendees, the proclamation was adopted by acclamation, and the journey to establish such a name day finally began.

The Permanent Mission of Argentina

to the United Nations led the proposal and negotiations with all UN country members that resulted in the creation and designation of the "Micro-, Small and Medium-sized Enterprises Day". On April 6, 2017, the UN General Assembly adopted the resolution proposed for the designation of June 27 as "Micro, Small and Medium-sized Enterprises Day or MSMEs Day". On May 11, 2017, ICSB held a MSMEs Knowledge Summit that created the basis for MSMEs Day and selected June 27th as the date of observation. The first ever MSMEs Day celebration was held in collaboration with the ICSB 62nd World Congress on June 27, 2017 in Buenos Aires, which was fitting as Argentina proudly sat as the lead country in the establishment processes for the Name Day.

MSMEs are vital in the development of the world and the achievement of the 2030 UN Sustainable Development Goals (SDGs). ICSB strives to direct its objectives to bring all stakeholders and partners together in one place, with one mission, and one focus: to better promote MSMEs. Given the pandemic and economic crisis affecting the global community, this past

2020 MSMEs Day stands out from those in the past. As the pre-existing conditions, which have created dis-ease within the world and for many MSMEs, have become ever more announced, we see more clearly the importance of creating action to achieve fair, just, and green economies within our national and international markets. This will simultaneously aid MSMEs to better succeed while promoting the achievement of the United Nations Sustainable Development Goals. In creating positive cycles of growth that are centered around uplifting the human person and providing vulnerable populations with opportunity, we will create a world worthy of the incredible people whom it houses.

ICSB assisted in hosting two events for MSMEs Day 2020. The first was a

celebratory event in collaboration with the Permanent Mission of Argentina, the Department of Economic and Social Affairs, UNCTAD, UNIDO, and the second was a day of action for MSMEs. Please

find the key messages from MSMEs Day 2020 below.

As MSMEs make up the majority of enterprises globally and collectively, they contribute significantly to employment and economic growth. MSMEs are essential forces as they create employment opportunities, generate community income,

and stimulate entrepreneurship and innovation; thus, helping achieve the Sustainable Development Goals, seen as reducing poverty, creating equitable change for women, ensuring children are being nourished and educated. MSMEs have disproportionately suffered from the economic

**"SEEING THE NEED FOR
BROAD SMES SUPPORT,
ICSB CALLS ON THE
UNITED NATIONS
TO ESTABLISH A
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FOR SMALL & MEDIUM
ENTERPRISES"**



crisis caused by the lockdown measures from the COVID-19 pandemic. They now must manage cash flow pressure, erosion of working capital, interrupted supply chains and loss of customers. National governments must protect these essential units. Governments have already enacted specific programs supporting MSME resilience, however they must ensure that these programs are reaching vulnerable groups within MSMEs, including women and youth.

Informal MSMEs are at significantly higher risk than other enterprises as they are unable to access most stimulus packages and programs. However as informal MSMEs act as important entities in employing individuals identifying in vulnerable groups, policy addressment of MSMEs must involve special attention to this informal sector. Additionally, as we enter the re-opening phase, it is imperative to note that MSMEs, and specifically informal ones, will demand continued attention and aid from policy measures. These measures must be differentiated in the way that they address the many faceted nature of MSMEs and the vulnerable groups that these MSMEs touch. In continued efforts to support MSMEs, governments should create emergency response plans for if or when another outbreak or grand crisis arrives. Comprehensive policy could ensure economic stability despite another outbreak.

In terms of global solutions for MSMEs, digitalization has a liberating impact on MSMEs and has taken on an entirely new role in economic resurgence post-COVID-19 as it is now seen as the most effective tool for MSME resilience. Much work is still needed to make a digital infrastructure more available and

accessible. Other potential solutions for MSMEs to assist in their struggle to realign themselves in a corona-involved reality, including diversified business models, complex supply chains, and innovations to respond timely to dramatic market demand changes. MSMEs not only have to deal with the pressures of a changing business environment, however they also must ensure that they protect themselves, their staff, and their customers to prevent contamination and spread of the virus.

Despite being condensed to our local communities, the COVID-19 pandemic has portrayed our true nature of globalization. Therefore, international partnerships, specifically Public-Private-Partnerships (PPPs), will be critical for building an enabling ecosystem for MSMEs. The public sector can support MSMEs as they seek financial resources and public procurement opportunities while the private sector builds back in initiating a whole-of-society approach to recovery. Then, partnerships amongst international organizations, private entities, and national governments are essential to strengthen MSMEs power to construct a sustainable and just future.

In conclusion, we need MSMEs if we want our economic system to survive and once again rebalance. Additionally, they prove to be our only solution to ensuring the economic and humanitarian care of our communities today and tomorrow in our progress to achieve the Sustainable Development Goals and provide equitable justice to all.

Reference link: <https://www.un.org/en/observances/micro-small-medium-businesses-day#:~:text=That%20is%20why%20the%20General,development%20and%20the%20global%20economy>



The ICSB Educator 300 online platform serves as a database of the world's most well-renowned professors from around the globe. The database includes profiles on each professor with information on their research interests, experiences, and primary teaching language.

Learn More at

[HTTPS://ICSB.ORG/EDUCATOR300/](https://icsb.org/educator300/)

CELEBRATION OF THE YOUTH ACADEMY 2020

The International Council for Small Business (ICSB) had an enormous success this past month by engaging with younger students in the form of the ICSB Global Youth Academy. Mr. Skye Blanks, who both envisioned and enacted the two-week program, described being in “a state of amazement due to all the incredible participants that [he] had the pleasure of meeting.” By engaging high school aged students from around the world on an online platform, Blanks and other youth leaders were about to aid these students in experiencing “perspective-shifting and changing presentations and activities.”

The Youth Academy program focuses on the importance of self in understanding and practice of entrepreneurial endeavors. The Academy, therefore, focused its efforts on helping students to create ways in which they can represent and embody their brand and company, exhibited as their personal You, Inc. The program assists students to invest in themselves and prepare for their futures. Working off “the 3 Ss,” Blanks and his team helped students discover world Systems, their Skills, and themSelves. As entrepreneurship training is not only meant for entrepreneurs, but for all individuals occupy-

ing our global community, the Academy prepared these students for whatever their futures hold in store.

Thank you, students, for your excellent work; thank you, speakers, for engaging with the next generations as they seek to prepare themselves for their futures ahead; and a special thank you to Mr. Skye Blanks to your motivation and dedication to this program.

THE YOUTH ACADEMY PROGRAM FOCUSES ON THE IMPORTANCE OF SELF IN UNDERSTANDING & PRACTICE OF ENTREPRENEURIAL ENDEAVORS.





The Journal of Small Business Management (JSBM) is one of two official journals of the ICSB. Initially created as a platform for scholarly research publications in the fields of small business management and entrepreneurship, the JSBM is now recognized as a primary instrument for projecting and supporting the goals and objectives of ICSB. The JSBM is one of the ways that ICSB engages with a global research audience. Not only does it allow the organization to connect to reaches of life with which we have yet to create relationships, but it also spreads the greater ideals of small business & entrepreneurship research and information exchange.

Learn More at

[HTTPS://WWW.TANDFONLINE.COM/TOC/UJBM20/CURRENT](https://www.tandfonline.com/TOC/UJBM20/CURRENT)

ENTREPRENEURSHIP AS AN ART

Joined by two leading members of the Society of Arts Entrepreneurship Education (SAEE), Todd A. Stuart and Josef Hanson led us in a discussion highlighting the ways in which they are including entrepreneurship training in art studies programs. Appreciating the opportunity to connect, both Stuart and Hanson were excited to share their experiences and understandings of arts education. As this field begins to gain traction, the SAEE is working to promote the grand phenomena of arts entrepreneurship, while collaborating to further focus its definition, its potential, and its community.

The fusion of entrepreneurial principles into schools of art within the level of higher education helps advance their mission to advance the formal training and high educational standards of arts entrepreneurship education. The intellectual and interdisciplinary diversity of their organization keeps member retention high, despite the field's infancy. When asked to explain arts entrepreneurship and the specific approach to instructing in the field, both speakers described their difficulty in providing a tangible definition for arts entrepreneurship as it continues to evolve while expanding to incorporate more people. However, both Stuart

and Hanson were able to focus on the key aspects of arts entrepreneurship, those including creativity, the entrepreneurial mindset, effectuation, which are said to drive the eventual entrepreneurial skill set. Reflecting on if entrepreneurs are artists or if artists are entrepreneurs, the question, itself, seems to open up the importance of including artists in entrepreneurial endeavors.

Despite the overt push-back that the field of arts entrepreneurship has endured from both the departments of art and those of entrepreneurship, SAEE advocates that both departments can benefit from the fusion of these two fields. Given that most artists have to learn to manage more than one revenue stream, the incorporation of an entrepreneurship background in their art's education could prove to be very useful when directing their future career. Likewise, as entrepreneurship focuses on the principles of frugal innovation, or innovating creatively while providing a social good in light of less available resources, artists can prove quite a beneficial addition. Their innate abilities to think and act creatively could be the difference between short and long-term success for an enterprise. Artists are and will become ever more essential

to the entrepreneurial process as global resources become scarcer and population continues to increase.

When questioned about the future of arts entrepreneurship, the discussion unearthed some interesting highlights. Stuart mentioned that “an artist stares at a blank canvas and makes something incredible.” He foresees the merging of artists’ perspectives with other fields, which will help motivate artists to think in a “bigger” way. The future will also include an expansion of the idea of profit. The first step is to help students to become comfortable with profit, and an important aspect to this transition must be this evolution of profit as no longer the sole end goal, but now to additionally include benefit, which could present in the form of helping the community and thinking about how to engage the arts for social change.

“AN ARTIST STARES AT A BLANK CANVAS AND MAKES SOMETHING INCREDIBLE.”

Humane Entrepreneurship plays a large role in the inclusion of arts in the field of entrepreneurship, as it helps us re-imagine a more ethical and empathetic way to work towards solutions. Hanson stated that “art speaks to our humanity in ways that nothing else can.” Given the current state of our global community, artists and

their creations will be ever more important in capturing and managing the narrative of the community. An essential part of an entrepreneurial artist’s work is to work as activists. As we live through the end of the status quo, it

is this notion of the entrepreneurial artist activist that will help advance and re-imagine both art and entrepreneurship for the progression & betterment of the collective.

Reference video: [Society for Arts Entrepreneurship Education](#)



[HTTPS://ICSB.ORG/PITCHJICSB/](https://icsb.org/pitchjicsb/)

Pitch



JICSB Issue 2 was intended to highlight the challenge of MSME sustainability, a critical topic for meeting the UN's 2030 Development Goals. Now it will come out while we are still in the midst of the crisis and the topic of sustainability is even more important. What is on the other side of this pandemic? Will MSME policies need to be changed to reflect a new reality? Will programs designed to help MSMEs improve their performance and sustainability require a new focus, especially in developing countries?

Sustainability has become even more challenging. Share your research on how we move through the social and economic recession with government support programs. Share your views on what will be needed at the policy and practice level once the support programs wind down.

[ICSB.ORG/JICSB](https://icsb.org/jicsb) & [TANDFONLINE.COM/UCSB](https://tandfonline.com/ucsb)

for more information on author guidelines and the submission process.

You can submit an idea for a research paper or case study, and the Editor will review it within 48 hours and send you a RESPONSE if considered for you to submit it with an expedited peer-review process under the personal supervision of the editor. Submissions that receive such consideration are likely to be published.

AS THE WORLD TURNS, LEADERSHIP TURNS WITH IT

As I am transitioning into a new leadership position, I am confronted with the greater truths of leadership and how they unfold within an entrepreneurial orientation and, further, a humane entrepreneurial orientation (as found in the theory and practice of Humane Entrepreneurship, or HumEnt). Leadership grasps the critical importance of creating workplace culture, thus determining the state of the HumEnt awarded to any given enterprise.

Since performance is often considered to result from environmental characteristics and an organization's internal structure and systems, we must look to the culture creating mechanisms at play within organizations. Leadership being one of great, if not total, importance. Within the examination of leadership, effective leadership most often refers to the “ability of a firm’s top managers to select and apply the ‘correct’ strategic approach, or effectively implement an appropriate strategy” (Kim et al. 2018). In motivating employees, or “followers,” to carry out activities determined by leaders, such leadership must provide “desirable rewards for effective performance or undesirable consequences for poor performance” (Hollander 1992). Termed “transactional leadership,” this is typically categorized into “social exchange” (Graen and Uhl-Bien 1995). Conversely, “transformational leadership” works off the basis of inspiring individuals to “perform at exceptional levels” (Bass 1985). In this case, a leader inspires their followers by creating an ecosystem of similar values, beliefs and goals, so that followers feel a sense of ownership in and commitment to their work.

In either case, this top-level leadership determines organizational performance. Leadership within organizations which are humanely and entrepreneurially oriented serves “more complex and difficult roles than traditional leaders” (El Tarabishy and Sashkin 2006). These specific roles involve the typical leading requirements of encouraging employees and followers to engage with their work as well as their own innovative and proactive projects.

Within an entrepreneurial spirit, which itself belongs to the principles of innovation, leadership involves discovering new ways to connect with one’s employees, and therefore, entrepreneurship is deeply seated in the great adventure of connecting to the human spirit. It is this relation, namely, that if successfully fused, can seamlessly generate a culture of efficacy, progression, innovation, creativity, and determination.

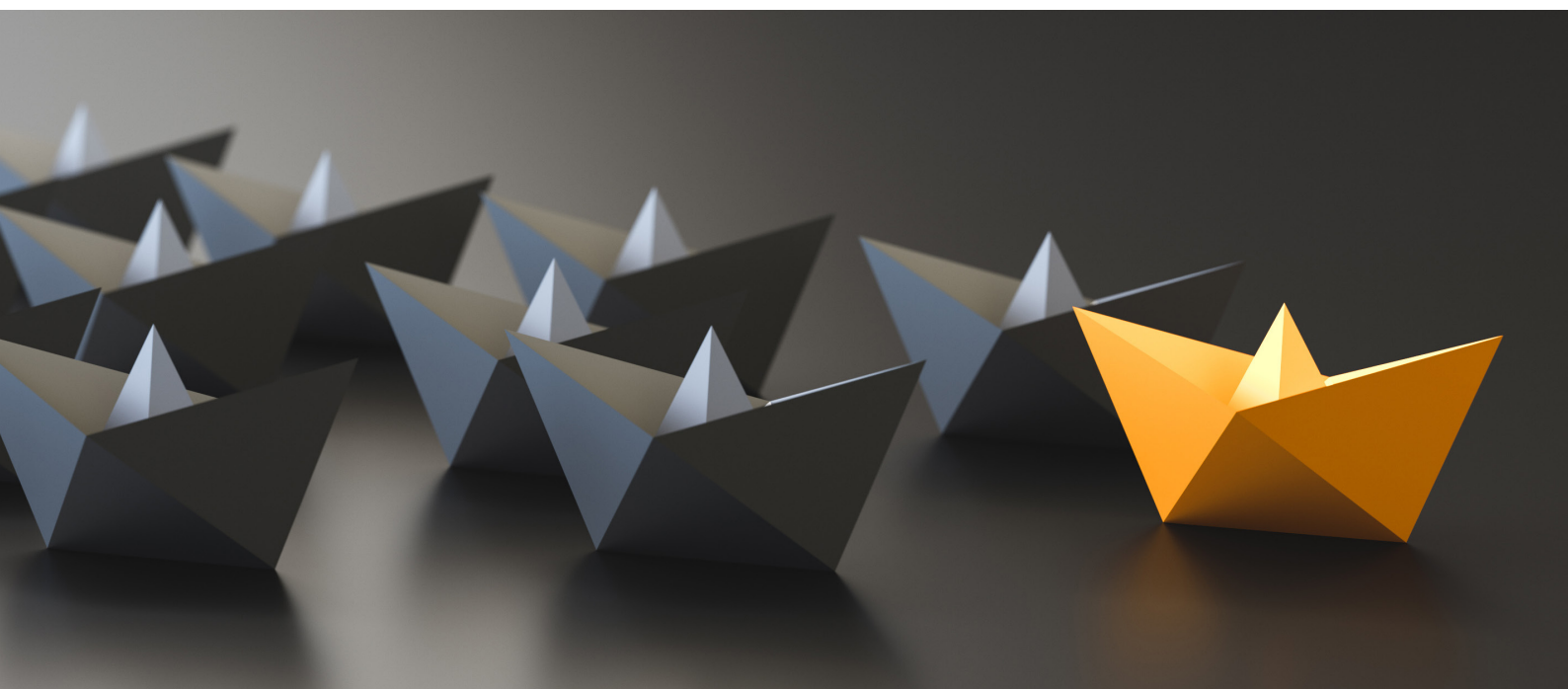
In understanding this quite spiritual force at play within firm success, it is necessary that our definition of Humane Entrepreneurship considers an even greater appreciation of appropriate leadership strategies that will eventually direct us to a type of leadership that functions more authentically and aligns more closely to the human person.

If leaders can be a driving force for organizational performance, we might consider servant leadership as a final solution to our incomplete leadership equation. In understanding that an organization based and, even, created in light of HumEnt will generate greater wealth and increase employment opportunities, the role of the leader in this culture-creating effort must also come from a human-focused place.

“The servant-leader is the servant first. It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is leader first, perhaps because

of the need to assuage an unusual power drive or to acquire material possessions. The difference manifests itself in the care taken by the servant-first to make sure that other people’s highest priority needs are being served. The best test, and difficult to administer, is: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society? Will they benefit or at least not be further deprived?” (Greenleaf 2016).

In my understanding of building a workplace culture that is both cyclical and just, servant leadership seems to be the missing, next step in our high-performance puzzle. Despite society’s desire and deep belief that followers work most efficiently by submitting to orders, the application of the principles of Humane Entrepreneurship, and specifically those components of servant leadership, flips this idea on its head, by stating that employees will in fact produce higher quality work at greater



efficiency when they are lifted up as individuals first and as employees second. By engaging with human spirit and, further, embodying this engagement, leaders become servants to the very people that they seek to guide.

Servant leadership can, then, be thought to be the way of the future. In signaling to our teams and employees that their advancement, autonomy, and growth, both professionally and personally, is of utmost significance in our lives, we might just initiate a new wave of enterprise for our firms, nations, and society at large.

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SUSTAINABLE DEVELOPMENT GOALS



AUGUST 16-18TH

[HTTPS://DOCS.GOOGLE.COM/FORMS/D/E/1FAIPQLSCJRLFD85LCK-CVC2VTKLPNSWOSKOKFHNXIJXUU2TNCA2VGIWA/VIEWFORM](https://docs.google.com/forms/d/e/1FAIPQLSCJRLFD85LCK-CVC2VTKLPNSWOSKOKFHNXIJXUU2TNCA2VGIWA/VIEWFORM)

Module 1: Understanding the United Nations Sustainable Development Goals (SDGs)

This module will discuss the evolution of the SDGs from 2000 to 2015. What was before the SDGs, and why are the SDGs extremely important today? We will discuss the topic of Sustainability and showcase some global best practices.

Module 2: How to Integrate the SDGs into Your Classroom

Can you teach the SDGs as an independent course? How about part of a course, and what will be the pedagogical approach? What is the role of the educational institution and educator in teaching and promoting the SDGs?

Module 3: The SDGs are defined as a set of 17 Goals. ICSB's Humane Entrepreneurship is a Means of Achieving the SDGs.

ICSB's flagship initiative stresses the importance of achieving the SDGs. Yet, the challenge is the means of accomplishing them. In this session, a discussion of Humane Entrepreneurship as a means of achieving the SDGs will be presented in a panel session.

Regular Rate: \$125 (includes 1 year membership)
Developing Country: \$75 (includes 1 year membership)

CURRENT KHUB SPOTLIGHT



Interested in becoming an ICSB KHub? Join here:

[HTTPS://ICSB.ORG/KHUBS/](https://icsb.org/khubs/)

LEADING IN A HEALTHCARE CRISIS TAKEAWAYS

*Key messages from leadership experts at the George Washington University and ICSB
Leading in a Healthcare Crisis conference (July 2020).*

*In a world of ever-evolving needs, our leadership styles must be focused and adaptable.
Find out how to best lead during a (sustained) healthcare crisis below.*

1 The archetype of the “ideal leader” is directly related to the type, length, and intensity of the crisis at hand. We currently exist in a sustained crisis, and therefore, our ideal leaders will be hybrids, those who can exemplify more collaborative styles while finding their own comfort in long-term uncertainty.

2 Leadership is an emotional relationship. Leaders must work empathetically to embody emotional intelligence to understand other’s emotional needs & respond appropriately to them. A leader is an energy giver and a stress absorber.

Humane enterprises that prioritize people over profit & support their workers financially and psychologically will survive & rebuild more easily in the post-pandemic era.

Trust is ESSENTIAL. Effective leadership and successful change during crisis times are dependent on buy-in from all stakeholders. Taking extra time to regularly check-in with your team will increase team investment & help team members better understand their importance.

3 A leader’s ability to accept their reality as it is and not as they wish it to be will determine their success and the success of their team/organization. “We lead from where we are” (Bill Oldham).

Our ability to accept our own situation will aid us in meeting our followers where they are.

In these unsettling times, leaders must take a closer look at their own behavior and ask themselves if they are contributing to the panic. Are they leading their teams and their communities towards a real solution? How can leaders effectively and appropriately respond to these uncertain times and effectively lead while navigating the differentiated chaos that the pandemic continues to cause.

Leaders are aware of their own limitations and are open about them with their team, welcoming feedback, practicing active listening, and portraying empathy.

4 Keeping an optimistically infused yet realistic perspective.
In knowing a business’s weaknesses & acknowledging these gaps as opportunities for improvement.

5

A leader must work off the human need to connect; we are social beings. This must not be forgotten, especially in moments of unpredictability.

Therefore, a leader's ability to protect their "tribe," employees, customers, and patients, is critical.

Providing support is the foundation of crisis leadership.

Empathy allows leaders to build trust and loyalty from those they serve. Without empathy, leadership creates an "us vs. them" mentality, which is erosive to team flow.

6

Recovery measures necessitate a many-solutions mindset. If we wish to innovate for the future, we will need to first acknowledge that our industry is changing and that it will never be the same again.

Setting priorities, resource planning, risk mitigation, & the ability to align with global regulatory guidelines as well as sharing this transparently are crucial to recovery planning.

Planning and implementation require understanding available public and private resources and then creating a team that represents both public and private interests. The level of innovative preparedness with well-coordinated infrastructural systems and networks in place regionally, nationally, and internationally prior to the pandemic

crisis, determines one's ability to implement effective leadership strategies to manage the outbreak.

The most successful organizations were able to adapt because they already value building a workplace culture of empowerment.

Reassessment must be followed by reconfiguration and redirection.

7

Leaders must be self-aware. Our priorities will guide our recovery response. Additionally, our ability to engage with our own emotional intelligence as well as that of others can help us show our followers, "I hear you, and I want to understand from where you are coming."

Being proactive instead of reactive helps employees feel protected.

8

Listening is the most important skill that a leader must develop to be truly effective. Listening forces us to see everyone and to confront those who have been included/excluded from this grouping of "everyone."

Active listening is a precursor to clear communication.

Learn more about leading in a health-care crisis here: <https://icsbglobal.org/healthcarecrisis/>



SHIFTING FROM A GLOBAL TO AN ECOSYSTEM PERSPECTIVE

*George Washington University Healthcare
MBA student, Diana Rodríguez, MD, MPH,
FACOG, shares her reflection from the
Leading in a Healthcare Crisis conference.*

The discussions in this course have intersected a lot with my learning in Micro-economics, the concept of marginal principle directs us to make decisions based on marginal costs & marginal benefits. In this case, for our family, the marginal costs of a live education do not outweigh the marginal benefits of such during a pandemic. Were a pandemic not in the equation, the decision changes. However, we are in a pandemic despite the best attempts of some of our leaders to disguise it.

We **HAVE** to work towards a more equitable world, and this includes making high-speed internet, computers, and safe spaces available to all. We live in a shifting global economy that is both online and offline. We cannot leave people behind. This was another theme in Janice Blanchard's editorial and pearl during our session- to increase safety, we cannot forget about our communities.

#COVIDREALITY
#ONEECOSYSTEM

each part better. I do strongly believe that semantics matter and, as such, feel that a shift to an ecosystem perspective may be more inclusive of the biological dependence we all have with each other. It also promotes a better understanding of the externalities we face and is better aligned with the principle of the interrelatedness of the SDGs.





COMING SOON
JULY 12TH TO THE 18TH

ICSB 2021 WORLD CONGRESS IN PARIS

THEME: BEYOND HUMANE ENTREPRENEURSHIP:
PRACTICAL CHANGE FOR A RESILIENT FUTURE

APPLY TO THE EDEXCHANGE NOW LIVE



The ICSB EdExchange Initiative is designed to allow educators from around the world to enter their information to teach a variety of courses in entrepreneurship and related areas.

The Exchange has a search function that allows universities and organizations to search for faculty.

To apply go to: <https://icsb.org/edexchange/>

KNOWLEDGE HUBS AS A VITAL NETWORK FOR THE ADVANCEMENT OF HUMANITY

In a fully connected and ever-changing world, what does knowledge mean? The global public has access to seemingly all the information that one might desire to know. However, despite this possibility, understanding and information are still somehow disconnected from each other. There seems to be only a select few who are able to decipher data in a way that clearly presents that data, yet still, this translation often does not reach the general public or even the practitioners and professionals that might use it.

So, we might take a few steps back and ask ourselves, first, “What is knowledge?” Knowledge is the absolute, indisputable truth that is often provided in the form of information or indicated intuitively. Knowledge is grander than memorization or recollection because it involves a processing phase, one in which an individual or group absorbs specific information in a manner that allows them to heighten their understanding or to learn from such information.

Upon defining the concept of knowledge, we can return to our first question and ask, “What does knowledge mean?” and further, “What does knowledge represent?” An ageless discussion, knowledge is sometimes pursued individual understanding in and of itself, yet more often,

knowledge is sought as a means to an end. As a vessel of transportation, knowledge is often necessitated throughout and within the search for solutions. However, in a world where problems are vast and solutions sporadic, a conversation on the obtention and usage of knowledge might be at hand.

Knowledge is absolute; yet, the vast connectedness of our world often makes it difficult to transmit this importance. Our system demands some sort of network for the spread and sharing of knowledge so that our interconnectedness and subsequent delivery of knowledge will not be corrupted by political sway nor by personal beliefs. The world has a great need for reliable data and clear information so that we can create solutions. This need will not be met in a singular location nor come from an exclusive mindset.

We must have a greater conversation on Knowledge Management (KM), and more so, a conversation about the platform from which we can appropriately discuss KM. In the age of information, why is knowledge attainment so difficult?

“Knowledge Management is the process of capturing, distributing, and effectively using knowledge” (Davenport, 1994).

Organizations must be given instruction and access to construct and promote their systems of Knowledge Management. This has largely been the missing step in the process of obtaining information and drawing out knowledge from that information. Therefore, there must be a greater network that allows individuals, or better pre-existing organizations, who wish to seek and assist in the dissemination of knowledge, to connect with and be supported by each other.



THE INTERNATIONAL COUNCIL FOR SMALL BUSINESS LAUNCHES A KNOWLEDGE NETWORK

It was off of this basis that the International Council for Small Business (ICSB) launched their Knowledge Hub, or KHub, network. Operating in collaboration, these KHubs work to promote entrepreneurial missions across the globe. With ICSB functioning in the middle of these centers, they will work to connect and uplift the voices of those who seek true knowledge.

Their KHub structure works similarly to a membership role in that organizations from around the world subscribe to ICSB in the form of KHub members and are thereby given the benefits of individual members and receive support as an organization at large. This bolstering relationship not only connects KHubs to other ICSB members and organizations but however, it also provides the KHubs with a platform off of which to operate and with support from the ICSB Senior Leadership. Therefore, organizations that are interested in encouraging a culture of entrepreneurship and the stimulation of small businesses are now capable of developing their organization and their reach even further. Portrayed in the form of monthly access to collaborative mentoring, ICSB

Leadership helps and supports KHubs, provides critical reviews of the ways in which an organization can advance in its vision, and better supports their organization's participants.

If KHubs is the solution to connecting individuals and organizations to real knowledge, then the International Council for Small Business has well used the principles of frugal innovation to work to fill the void in the entrepreneurial understanding of knowledge. In hopes of creating greater opportunity for micro, small, and medium-sized enterprises worldwide as well as for the greater human population, we might consider the practice of Human Entrepreneurship as a common goal to connect these KHubs. Not only could a virtuous standard of HumEnt be considered a motivating factor. However, KHubs can aspire to further their Knowledge Management en route to practicing HumEnt. KHubs behold the potential to greatly change the channels of Knowledge Management worldwide toward the attainment of a positive Humane Entrepreneurship status for firms and, potentially, for national leadership.



INTELLIGENCE IN THE BIRDS' NESTS: WHY HUMANE ENTREPRENEURSHIP IS THE FUTURE

BY: DR. NASIRU DAIYABU TAURA

As we move into our digital future, we, as a global community, are experiencing unprecedented levels of activity as well as a simultaneous rise in the average person's uncertainty in their environment. These have been intensified by the fast-paced environments that we have created to shape and nurture future entrepreneurs. The rise in mental health struggles for entrepreneurs and our harmful effect on the environment suggests that this fast-paced environment in which we have sought to nurture entrepreneurial talents is in no way sustainable. During a recent ICSB Knowledge Exchange webinar, Dr. Taura presented his futuristic vision of a digital revolution, which includes humane entrepreneurship.

He started with a personal story about how his childhood struggles, involving his slower learning in a world designed for those with cognitive speed, had evoked negative emotions. Understanding the dangers of negative emotions for young

people, Dr. Taura found much comfort in his birds' nest or collection of African birds. As a child growing up in Nigeria, he would often escape to his birds for hours while engaging in contemplative imagination about mankind, the universe, and society. His birds' nests became a therapeutic space for him to release negative energy. Therefore, in spending time in this setting, the bird's nest became the initial bedrock, or foundation, for nurturing his emotional intelligence, compassion, and empathy, which he continues to use in his entrepreneurship teachings for a global audience. Today, Dr. Taura reflects and asks the question, "Where would I have been today if I had not found the alternate intelligence in the birds' nest?," or even more importantly, "How many more slow learners could have been great assets to the entrepreneurial world by engaging their thoughtful reflection and empathy, but have been lost within a system designed solely for cognitive speed?" It is time to

re-think our approach. If we want a future, we need to engage a more inclusive and humane approach.

Slow is 'NOT' unintelligent.

Despite struggles of slow learning in childhood, Dr. Taura is now a Senior Lecturer of Entrepreneurship and Innovation at Bournemouth University in the UK. Bournemouth University is an exciting institution as it embodies digital futures and is particularly celebrated for its computer animation and digital effects as well as acting as its position as the home to the famous National Centre for Computer Animation (NCCA).

Over 50 BU graduates, as well as a number of staff members, worked on the Oscar-winning film Gravity. Currently,

Bournemouth is launching a course on MSC Artificial Intelligence and Media. These provide definite examples that demonstrate cutting-edge digital futures for learning. As a senior academic, digital entrepreneur, and social innovator,

Dr. Taura is today, the living proof that slowly does not equate to unintelligent.

Moving into the digital futures, Dr. Taura advises that games and animations can play key roles in providing immersive experiences that would enable youths to learn

to be humane entrepreneurs. The games would emphasize crossover so that when young people were outside of their virtual worlds, they would still be able to engage these important skills.

**OUR FUTURE
DEPENDS MORE
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We seem to be competing in the wrong spaces of intelligence.

With the explosion of the application of Artificial Intelligence (AI) in all works of life, we must revisit the on-going debate between human and artificial intelligence. It is clear that, given the immense data available, machines outperform humans, and humans only stand a chance against machines when data is incomplete.

We are making the mistake of attempting to compete with machines in the wrong spaces, or in other words, we will consistently lose to machines in the test of time and speed. However, human insight can be captured on a more humane front, including emotional, social, and cultural intelligence. AI is enabling start-ups around the world, especially those in Africa, to achieve great results – beyond human speed. For example, to achieve 90% reliability in plant disease diagnosis, the Plant Clinic, a Cameroonian start-up, would need to use between five to six-thousand images to identify a disease. However, with the support of a laboratory in the United States, they have now been able to create a database containing more than 60,000 thousand images of various plant diseases.

Komazo, a Kenyan start-up, uses AI and satellite data to map out tree growth. This has led to a truly revolutionary approach to sustainable forestry, and now the start-up is focusing its ambitions to plant 1 billion trees by 2030. Rwanda is one of the pioneer countries to deploy the use of drones for the purpose of humanitarian logistics and supply chain, engaging drones specifically to airlift medical supplies to the needy, thereby being able to save lives thanks to the speed of machines. There is no doubt that the speed of machines outperforms humans, but humans have

something to offer, which machines are lacking: empathy.

We are looking to a future with robotic doctors, robotic financial managers and advisors, and robotic lawyers. It is essential that we train the next generation of entrepreneurs by providing them opportunities to nurture their emotional, social, and cultural intelligence. These represent the spaces in which machines are not able to establish connections as effectively.

Going forward, we should learn from the non-expert account of intelligence among rural Kenyans, which is said to have comprised of *rieko* (knowledge and skills), *luoro* (respect), *winjo* (comprehension to handle real-life problems), and *paro* (initiative). Intelligence based on cognitive speed without *rieko*, respect to fellow humans, animals, and planet earth, is counterproductive. Additionally, it is unlikely for an AI to be able to outperform human initiative (*paro*). Our future depends more on how we train the next generations to be 'humane' which will necessitate the ability to respect, initiate, and empathize with fellow humans, animals, and the environment.

Reverse migration to slow spaces could be the future.

Entrepreneurs working in a fast-paced environment, those who are redefining, disrupting, and innovating on a continual basis, might be a higher risk for poor mental health and stress. Consequently, we are witnessing a silent revolution of reverse migration from city centers to their peripheral regions, which is ultimately giving rise to the slow entrepreneurship in the periphery.

Digital connectivity and the rise of the gig economy are fueling the increased attraction of working and living in seaside towns for the benefits of 'time' and 'space'

needed to nourish the creative soul. More and more entrepreneurs in search of a humane atmosphere and lifestyle are beginning to move to the periphery to enjoy balanced, sustainable growth and preventative approaches to wellbeing, which has given this rise to peripheral entrepreneurship.

For their health and mental wellbeing, entrepreneurs need more than the lifestyle available to them in a crowded city. They also need space to help them manage and regulate their emotions, prevent cognitive decline, and give the necessary attention to their mental health, as seen in a well-balanced work-life relationship. Seaside towns offer the opportunity for this balance and harmony of physical, emotional, cognitive, and mental spaces across a given ecosystem and are, therefore, more likely to be a magnet for humane entrepreneurs of the future. They provide opportunities for entrepreneurs to disconnect from the fast-paced lifestyle and to diffuse stress while connecting with nature. For example, the Bournemouth & Poole digital cluster in the South West of England attracts frequent digital innovators, those who produce economic value with less environmental pressure. We are likely to see the emergence of a more digital cluster of health-conscious entrepreneurs, social/impact investors, and imaginative spaces for nurturing frequent innovations. In the wake of the need to be more humane, we can expect to see more reverse migrations taking place from center to periphery.

Future humane entrepreneurs and the need for more patient capital.

We are beginning to witness the rise of impact and social investors who are often mission-driven, concerned by a desire to

alleviate poverty, minimize environmental impacts, etc. Their decisions to invest are not limited to financial return, but rather it encompasses social and/or environmental returns. They accept making fewer returns in the short run with their focus on impact investments, meaning that they scale faster. Digital entrepreneurs who are slow but intelligent would prefer patient capital as it enables them to focus on solving the world's biggest challenges with less pressure of immediate ROI from investors. Impatient investment leads to burnout and often mental strain for entrepreneurs. We need to encourage more patient capital to support future humane entrepreneurs.

Humane Entrepreneurship & the Future

The ICSB has championed the movement of humane entrepreneurship. It is still in its early days, but the concept is very promising and is in line with the United Nations Sustainable Development Goals agenda. Dr. Taura advocates for slow entrepreneurship, which is more humane, exhibited on its platform, the PAICA Global (<https://paica.info/about/>). Dr. Taura argues that the future is for humane entrepreneurs who apply technology (AI, games, simulation, etc.) for social good. To this extent, we can utilize our humane intelligence; instead of relying solely on cognitive speed as our yardstick of intelligence, the future will be restored.

We need to nurture inclusive intelligence for humane entrepreneurs of the future, regardless of where this forming might take place. A future, where slow entrepreneurship manifests in the periphery, such as seaside towns, where capital can become more patient, and the application of technology for social good is pervasive, is a world worthy of our aspirations.

THE SDGS AND HUMANE ENTREPRENEURSHIP

The United Nations Sustainable Development Goals seem to be the most united and comprehensive guide in which our global community might simultaneously survive and heal its inequalities that have been plaguing our world. Resulting from historic injustices, the world is far from equal. As mentioned earlier in this series, the concept of Humane Entrepreneurship, regarded on a large scale, poses our only survival mechanism to actually enable the achievement of the Sustainable Development Goals (SDGs). However, one grand mistake that we are collectively recreating in regards to sustainable change and promotion of the SDGs is that we are forgetting that we as human leaders, employees, businesses, etc. must, in fact, change ourselves and our attention in order for the SDGs to work.

More clearly, the achievement of the SDGs is not solely a means to create a more just world; however, more so, they are the end, the results of our ability to highlight and focus our attention on the humane, or to care for our fellow humans. Currently, many, but certainly not all, enterprises are focusing on profit and are forgetting the power of benefit, meaning the potential benefit an enterprise could have on its community, its customers, and the environment. That is why I pose that

the SDGs' success will be determined by our ability to instill, or at least introduce, the principles of Humane Entrepreneurship to our students and mentees in their formative years.

By nurturing future and current entrepreneurs, and in so doing, exhibiting the principles of HumEnt ourselves, we might be able to demonstrate a tangible image of how the Sustainable Development Goals will be achieved. Teaching the Sustainable Development Goals is much more than sharing the 17 goals and understanding how they work interconnectedly with each other; it is about helping students understand how they both affect and are affected by the Sustainable Development Goals. It is in seeing how we are part of the same system for which the SDGs were created that will ultimately allow us to move beyond accepting the current injustices of the world as just "how it is" and understanding how, by refocusing our values, we might create the world anew.

It is for this reason that ICSB has concurrently launched the SDG certificate program and the ICSB Educator 300. These two programs are dependent on

each other. In building the Educator 300, ICSB is committing to gathering a group of educators who are ready to evolve so that entrepreneurship education is able to adapt to societal changes. However, in order to prepare educators for the future ahead, training in the study and practice of HumEnt is essential. The SDG certificate program complements this new educator platform as it both helps to provide educators with the necessary knowledge of today while introducing the results of including HumEnt in program design and instruction.

Humane Entrepreneurship is not only for the boardroom. It is a lifestyle choice. To center empathy, equity, enablement, and empowerment in our teaching and leading is a decision that we must make for ourselves. The future is bending towards HumEnt, and we, at ICSB, want to prepare all our members for this powerful change. These changes are right at our fingertips, let's decide to welcome these future changes, and in turn, be the changes we are so accustomed to studying. The future begins with us. Let's get started.



SPOTLIGHT: DC CENTRAL KITCHEN

“We fight hunger differently.”

DC Central Kitchen (DCCK) is a social enterprise that engages with different social ventures to target both hunger and poverty in the local DC area. By focusing on skills-based training, DCCK is able to create a system of equitable work to alleviate the struggles for those suffering from poverty and addiction. The Kitchen works as a solution aimed to “create opportunities for meaningful careers, expand access to healthy food, and test innovative solutions to systemic failures.”

Food with a mission.

DCCK trains adults with “high barriers to employment” for culinary jobs. The enterprise ensures that they provide an empowering work environment and a living wage for their students and employees. At DCCK, they are committed to having at least half of their earnings coming from social enterprise, seen as

buying “directly from local farms, recovering otherwise wasted food, and engaging the next generation of student leaders [as they] further advance [their] sustainability and extend [their] impact through the food system.”

DCCK has programs involving culinary job training, their DCCK cafe & catering, a program providing healthy school food, encouraging healthy corners, and donating community meals. It is important to note that DCCK has done much more than earn a surplus from these programs. However, they have exemplified the power of inventive thinking, passionate dedication, and a strong belief in people can do to bring stability and hope to those who the system has typically ignored.

Check them out at
<https://dccentralkitchen.org/>

