

Beyond Capital: A Shared Journey to Mutual Prosperity

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“A sustainable world means working together to create prosperity for all”

- Jacqueline Novogratz

Introduction

Knowledge of how to successfully navigate in the dark is required to unlock the secret of prosperity. Otherwise, its search will remain an eternal groping in the dark for many. The secret to prosperity is the ability to discover pearl in the dark. This skill by all known standards is rare and difficult to master by ordinary people. Persons or institutions that lack this capacity can be supported by those who have the skills required for such prosperity seeking navigation. Both can then work together in the dark to discover hidden prosperity. No doubt, this requires total commitment to the shared responsibility by the parties involved. It demands an attitude that gives all for the partnership to succeed. More importantly it means that their understanding and interpretation of capital as a key resource underscoring success must be reasonably comprehensive. HandHolding® has been designed for this partnership in navigation.

The Secrets of Mutual Prosperity

Prosperity is unlocked through opportunity discovery, creation, exploitation and management. However just as it is difficult to navigate for treasure in the dark, the opportunity route to prosperity is difficult for many. But this can be unlocked when those who have what it takes to conduct this navigation go into a shared exploration with those who need assistance to successfully navigate too.

There are five good reasons why working together always lead to greater success. The first is the variety of viewpoints that attends to it. Variety comes with dimensions of differentiation, novelty and coverage. The more the variety of viewpoints, the higher the possibility of novelty and comprehensive coverage of the solution space. Two good heads are considered to be better than one. Dimensioning a subject matter from different perspectives will more likely lead to better solution sets than when it is considered from just a viewpoint. Multiple points of view always brings in some freshness by drawing our attention to facts that we might be overlooking.

The second reason is the innovation-prospects. Just like the varied viewpoints already mentioned will

most likely lead to more robust dimensioning of a subject matter, in like manner, it will most likely lead to higher chances of innovation. This is indeed the idea behind brainstorming sessions or various group interviews in which many heads are engaged to come up with possible feasible solutions to a challenge. The combined interaction of variety, novelty and feasibility will most likely result in new innovations.

Social networks is the third and undeniably a veritable route to opportunity discovery. It is a proven pathway to prosperity. Working together with a common purpose is another way of creating the social network that is critical for new opportunity discovery. Apart from new ideas, it comes with referrals to additional opportunity sources. Social network opportunity can also come in terms of sounding board for ideas for the extant challenge or even the ones to be dealt with later.

Fourth, more hands and heads equally means more pockets. Collaborations for the purpose of actualizing success mean extra human, intellectual and financial resources in dealing with the challenge at hand. Even if these resources are not directly in the possession of the constituent network of collaborators, the network are better able to find where to get them easier than one person trying to do same.

Finally, collaborating on a common goal naturally comes with a sense of accountability. Each of the collaborating members are accountable to the whole. Each member is expected to deliver on some clearly mapped-out responsibilities for which some measure of accountability is expected. Accountability factor is one of the major attractions for shared journey in business and opportunity exploitation. It clarifies expectations and ensures that the collaboration is fruitful with regards to the goal that it has set for itself. This is one of the key stands of HandHolding®.

Entrepreneurial Longevity

There are ingredients that make a business last as long as it desires to last. Even when it appears that the business is nearing mortality, it can only transmute into a higher realm of entrepreneurial operation. Bubbling with renewed vigour and power. These ingredients are those processes and steps that handhold organizations in a shared journey to successful and continuous oxygenation. They are processes that create such mutuality where the provider of service and the receiver of such service do not see themselves across a dividing wall. Rather they consider themselves as partners in an end-to-end journey that must lead to desired success.

Many think that entrepreneurial immortality is an impossibility. On the contrary, it is possible and many of the over two-century businesses have proven that fact. Capacity for continuously strong performance and an equally unending re-invention of businesses are dependent on age long principles that are poorly articulated, understood and followed. These are principles inspired by and learned from medical management; therapies that ensure that the body is adequately maintained and kept to function to full capacity until it naturally can no longer live. Good food, exercises, healthy environment, medicines etc all combine to give lives the hands it require to live healthy and happy. Yet to be correctly sure that we are going about this acceptably, or even when we are down that we receive the care necessary to bounce back to good health and vitality, we visit medical experts.

The universally known approaches adopted by these experts in medical management can be summarized into four broad phases that are comparable to the four recursive steps that always restore a dying or ailing business to new life. And takes a healthy business to even higher levels of good health. These steps characterise HandHolding®. A patient typically walks into a hospital with indications that are diagnosed for better understanding underlying causes of those observed symptoms. The equivalent of this phase in HandHolding® is the first phase in its delivery process called diagnalytics. After the diagnosis, medical experts put their heads together to study and interpret the results of the diagnosis depending on its complexity. In HandHolding® process, this phase is called 'ideation'.

Ideally, it is after the medical practitioners have satisfactorily identified the cause of poor health and what is needed to make it better that they can commence the implementation of those sets of solution ideas. But the solution to the medical challenge is also paid for to cover the drugs and the expertise of the medical practitioners. Payment can be a big issue for certain categories of people and may need to be structured in varieties of ways to ensure access to the health. This is health care financing which approximates strategic financing in the HandHolding® framework. After the payment, treatment commences. Drugs and all care necessary for good health are administered and evaluation of how the patient is responding to treatment is carried out as follow-up. Again in the HandHolding® framework, this is called 'drive' which encompasses strategy execution and performance management.

Similar to the expected results of good health, HandHolding® delivers entrepreneurial health. This is even more because it follows this process with a much

higher sense of commitment to shared journey. The shared journey notion may be debatable as some may claim that the doctor and nurses attending to a patient are always available to the patient until recovery. In HandHolding® this attention is of a much higher order as the provider of the service goes a step further by ensuring that not even the financial capital prevents the patient from receiving care. Such that even if the service receiver does not have the required financial capital, the onus is on the driver of the HandHolding® process to find the money and ensure that the handholding to a position of entrepreneurial health is achieved. That is one of the biggest magic of truly working together for HandHolding®-for-oxygenation. That is the offering that stands HandHolding® out as being a shared journey to entrepreneurial success beyond capital.

Beyond Financial Capital

Let us examine this very important pay-off of HandHolding® a bit more closely. How many banks will after advancing credit to a customer follow-up and work with the customer very closely to be sure that strategies that will support the growth of its client business and its capacity to repay the loan are adhered to? How many capital market firms will help an organization to raise some additional capital and still concern itself with how well the organization implements a robust performance management system? Any financial services provider that does any of this for each and every of its client is indeed going beyond financial capital provision. This is the spirit underlying HandHolding®. Going beyond capital.

In HandHolding® the interest is to see the challenge that most organization's face from a broad prism that goes beyond its associated financial challenges. There is no gainsaying that a narrow focus on finance in order to understand or even solve a firm's challenges is fault-loaded approach. Most entrepreneurial health indications have underlying roots that are clearly beyond the financial capital. Understanding and designing solutions based on this new level of appreciation is often the challenge. Even non-financial advisory institutions seem to be falling into this error. Although, one needs money to pay for expertise and other resources that can support the provision of solutions to a perceived/identified problem, yet it is usually a better approach to consider other factors. In doing that it is germane to determine or possibly reduce the actual size of the problem that requires only money to resolve. A money-solves-it-all view of problems faced by many firms, papers away a lot more fundamental challenges which may not obviously require money to deal with. That view can sometimes be synonymous with throwing money (a good item) on bad goods as one wakes up only to discover that with all the monies thrown on the problems, they still persist.

Beyond capital is therefore in that sense a call for careful examination of an organization's challenges beyond the veil of money capital. There are four factors that are theoretically meshed together by the entrepreneur to create an output. Focusing on only capital and ignoring the factors of land, labour and entrepreneur in the search for an organization's challenge may never result in a very optimal solution. As a matter of fact, any good examination should consider each of the factors both standing alone and equally interacting with each other. Therefore, whether it be in the HandHolding® process or via a consideration of the factors of production entrepreneurial success must go beyond capital. It must painstakingly attend to all other resources (other forms of capital) that are necessary for great performance. That is why in HandHolding® beyond capital might also connote the FISHing concept.

FISHing Together

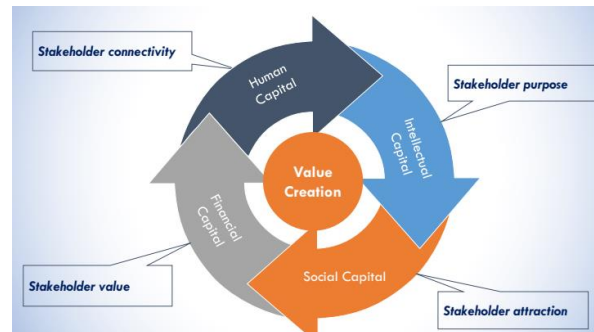
FISH is an acronym for financial capital, intellectual capital, social capital and human capital. All four kinds of capital are critical for entrepreneurial performance particularly when they interact among themselves seamlessly. The importance of financial capital in this process seems to be very well known and will not be rehashed further. It is generally at the very heart of stakeholder value. Intellectual capital is known to power new ideas and innovation and can be a very strong differentiator for competition. They are not seen in balance sheets and are oftentimes overlooked as critical resource for the growth and prosperity of an organization. Nevertheless trademarks and patents and such similar outcomes of this capital are jealously guarded by organizations. The intellectual capital chisels, fine-tunes and further defines the entire stakeholder purpose. Impliedly, playing down on the intellectual capital is in itself very dangerous for the survival and prosperity of any organization.

Social capital brings on the table the personal connections of stakeholders of an organization. Those networks of social contacts are indeed the power of new referrals and new engagements. They foster collaboration and teamwork in ways that elevate the opportunity bases of an organization if tapped into effectively. It is the power of stakeholder attraction which eases access to resources and opportunities required for the growth and development of the firm. The stronger and more influential the social network

the higher the attendant benefits. Finally, the last letter stands for human capital.

It is therefore clear from the foregoing that a one-minded focus on financial capital with less attention paid to the rest of the 'capital resources' will always result in less than desirable performance outcomes.

Figure 1: 'FISH'ing for Stakeholder Capital



The HandHolding® process addresses rampant anomaly in this regards by according varieties of capital in oxygenation process the attention that they deserve. For instance the diagnostics phase challenges the adequacy and rigour of intellectual capital of the organization as it digs into and across financial, market and competition, reputational as well as managerial performances. To effectively conduct this exercise, reliance is placed on the intellectual capital of the mutual partners (HandHolder and the HandHeld). This again plays out strongly at the ideation phase where the capacity of the intellectual capital to define the future is put to test. Again at the drive stage, the social capital becomes even more powerful in creating the opportunity lever for the organization.

In Conclusion

Everybody wins with HandHolding®. That is the underlying idea. The essence is to oxygenate organizations and ideas it comes into contact with and in the process orchestrate shared prosperity. It is the new power for nigh-immortality of organizations as it is predicated on shared journey that goes far beyond the erroneous perceptions of financial capital insufficiency as the core of many problems faced by organizations. HandHolding® also takes off the challenges of paying for service and the raising of needed financial resources for new growth that organizations may face. It takes it upon itself to source for these funds as well as going beyond the capital to intervene in all the areas and resource needs required for success.