

FIVE ESSENTIAL SKILLS OF AN ENTREPRENEURIAL LEADER

SELF-AWARENESS

Understand...



BENEFITS

Most efficient way to create new value or capability; lowest risk

Most efficient way to test a

solution; more suited to those

who perform skills better

when competing

Enables independence, refreshes energy and

resources; often enables

creativity and innovative

thinking; equivalent to buying

an option on the future

Your Motivations

Drive your actions; They are your basic desires and fears.

Your Traits

Physiological and psychological characteristics that you are born with or that develop early in life.

COSTS

Requires largest investment in

time and resources; requires

continuous investment of

time and resources:

Inconsistent quality from

unskilled relationship builders

Destroys value and assets to

perform the test; highest risk

path to achieve a desired

outcome; often creates

feelings of anxiety

Requires forgoing desired

outcomes; can generate

feelings of isolation

Your Skills

RELATIONSHIP BUILDING

Understand what constitutes relationships

Relationships = Shared Objective(s)

3 Types: 1. Cooperative 2. Competitive 3. Retreating

COOPERATIVE

COMPETITIVE

RETREATING

Improve relationships by using each type of

relationships when their benefits outweigh their costs.

VS.

Ability to perform prescribed tasks.

MOTIVATING OTHERS

Create Relationships with Shared Objectives

How to make the people who help you to fulfill your vision feel autonomous, masterful, and purposeful.

LEADING CHANGE

Put in place, and keep in place these 5 prerequisites for change



Comprehension Sharing the same understanding of the

change objectives



Motivation

To see the change is successfully accomplished



Skills

Possessing the skills necessary to design and implement the change



Resources Required resources

must be made available to the team as requested



Communication Everyone impacted

by the change must understand its importance

ENTERPRISE BASICS

Projects and Processes create all value. Cultures can amplify this value creation.

Set of tasks performed by a team of people to create something new or to make something better.



Process

more valuable.

A set of tasks that people repetitively perform to transform materials and information into something



Culture

A shared set of understanding held by an enterprise's stakeholders about how contributions are valued and rewards are given.



PROJECTS VS. **PROCESSES** Have never done this before Do the same thing repetitively Processes are created by Less efficient than processes projects; have up-front costs, for transforming inputs partially recovered each time into outputs the process is performed Status is monitored through Status is monitored through milestones, time, and in-process measurements resources expended often using statistical tools Performed by people assigned Achieved by assembling people permanently who are trained temporarily into a team in the required skills Objectives and plans can be Can be successfully changed changed by whomever gives only with significant planning the project team its mandate and investment and resources (requires a project) Processes are managed, not led, Significant leadership is required to plan and execute unless they are to be changed Carry a greater risk of not Risks are well defined achieving a successful outcome by statistics Processes resist change Projects create change



PERSONAL LEADERSHIP STRATEGY

How will I master these skills? Who will I get to help me? How will I hold myself accountable?



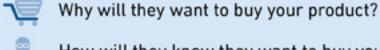
INDUSTRY SPECIFIC SKILLS



ENTREPRENEURIAL STRATEGY - 10 BASIC STRATEGIC QUESTIONS



Who will want to buy your product?



How will they know they want to buy your product?

Where will they buy your product? How much will they be willing to pay?

What process will you use to make and deliver the product?

Are there any special skills required for the



enterprise to succeed?



Are there any critical enablers to making and delivering the product?



How much will it cost to make and deliver the product?



How much money will it take to set up your rudimentary (stage two) processes for delivering the product, finding and satisfying customers, and administrating the enterprise?

FOUR STAGES OF ENTERPRISE MATURITY

STAGE ONE:

Customer Validation

Starts with a commitment to forming an enterprise around an idea. Ends when a customer commits to using the product or service.

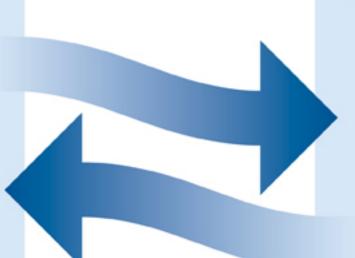
Value Creation: All project

Strategic imperative:

How can I best find real customers?

How can I make a very basic product (the minimum viable product or MVP) attractive enough so some customer will actually agree to try it?

How can I deliver the MVP when I find a customer willing to try it?



STAGE TWO:

Operational Validation

Starts with a customer committing to use the product or service; Ends when basic processes are used to deliver the product, ensure the customers are satisfied, capture new customers, and simply administrate the enterprise.

Value Creation: Projects transitioning to processes

Strategic Imperative:

Implement these core capabilities as simply and reliably as possible.

STAGE THREE: Financial Validation

Starts when the value proposition has been confirmed and basic processes are reliably in place to deliver the product, capture and satisfy customers. and administrate the enterprise.

Ends when the company is able to produce consistent value under stressful competitive and economic conditions by operating with scalable processes that manage all aspects of the enterprise with no process relying on any particular individuals.



Strategic imperative:

To create a sustainable balance in the enterprise processes between effectively generating significant value and being flexible enough to meet the expectations of existing and potential customers.

All processes must operate without the direct involvement of the entrepreneur or any other individual person or supplier.



STAGE FOUR: Self-Sustainability

Starts when the leader initiates a project to create an innovative new product or service that captures new customers. Stage 4 does not start automatically when stage three ends, for many enterprises it starts years after stage three has ended, or never starts at all.

Ends when the new product or service produces consistent value for the enterprise and a process has been established to produce more innovative products.

Once an enterprise has completed stage four, it is a fully mature enterprise.

Value Creation: Innovation projects transitioning to innovative new processes

Strategic imperative:

For the enterprise to implement a process that enables itself to be renewed.

