

## ENTREPRENEURSHIP (Part II)

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## 2. The entrepreneur as a leader

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## 2.1. Profile of good leaders

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#### Efficient Leaders (1)

According to McKinsey's research on effective leadership, it is possible to create a list of the twenty most important qualities that define effective leaders:

- Ability to support others
- Ability to set challenges and empower for change
- Ability to explain and clarify bonus criteria and set goals
- Ability to communicate in an exciting and motivating way with others
- Enhance the personal and professional development of others

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#### Efficient Leaders (2)

- Ability to develop and share your vision, turning it into goals
- Ability to convey your ideas clearly
- Support and promote cooperation between different working groups
- Recognition and praise from third parties

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#### Efficient Leaders (3)

- Ability to keep the team focused on tasks
- Good quality conscious decision-making ability
- Motivation capacity

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#### Efficient Leaders (4)

- Ability to convey relevant observations and constructive criticism
- Operating with a strong focus on results
- Motivation and overcoming capacity after failures
- Maintain consistency in situations where there is high uncertainty
- Set an example
- Searching for different perspectives
- Effective problem solving

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## 2.2. Emotional maturity

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The most efficient and effective entrepreneurs are emotionally more mature.

Emotional maturity is manifested by the following skills:

1. Ability to express your feelings within the limits of social norms. Emotionally more mature people communicate their emotional state. Those who are emotionally more immature, repress their feelings and end up manifesting them with some delay, which causes them to end up having unfair behaviors, conditioned by past problems. In addition, the ability to dose your emotions is also an extremely important factor.

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There are several manifestations of emotional immaturity in the offices, such as:

- Leaving a meeting room "in protest"
- Publication of offensive statements on the internet (the so-called "hate")
- Offend other employees and / or conflict for any reason

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2. The ability to feel frustrated and accept your limitations. This characteristic is closely related to the personal ability to deal with failures. Creative people who are not emotionally mature, tend to find it more difficult to achieve success. Emotionally immature people tend to be more offended, often arrogant, such as avoiding polite, more "smoking" greetings, etc.

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Emotionally immature people also have a habit of using strategies to attract the attention of others to themselves, such as:

- They play the role of "victim" and encourage those around them to help, that is, to accept the role of "savior". Manipulating people who want to help a person who is apparently injured, also creates the figure of "torturer". And this is how the so-called "dramatic triangle" is created. The immature and emotional "players" are, therefore, in a dramatic triangle.

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3. The ability to control feelings through reference to internal values. A measure of emotional stability is how we conduct our lives based on internal standards. Imagine that you pass through a small town at 2 am in the morning at a speed of 140 km / h, because you are sure that no one will pass on the street at this hour. Would you refuse a CV from a talented person, in a recruitment process, just to give priority to someone you know?

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### 2.3. Energy and Concentration

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What does it take to succeed in life?

Many of us wonder why some have almost nothing when it comes to success, while others are successful.

It turns out that talent and even perseverance are not always enough. And we must also pay attention to two aspects:

1. Energy
2. Focus

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How to manage energy and concentration? (1)

Several observations were made to managers in order to assess their performance in the activities they perform. The results show that the most important ones to achieve your goals are:

- Focus on work and the energy dedicated to this

Research shows that around 90% of managers waste their time in different ways and only 10% use it correctly.

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How to manage energy and concentration? (two)

About 30% of managers suffer from both low energy and lack of concentration.

However, they regularly perform their duties: they attend meetings, contact with employees, but they lack initiative and strategic thinking.

Often, it seems that the manager is paralyzed by the enormous amount of work he faces and ends up doing nothing. As the implementation deadline approaches, it ends up dealing, more and more, with secondary projects.

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How to manage energy and concentration? (3)

- About 20% of managers fall into the “opt-out” category. Although they are focused on a task, they do not have the energy to do it. His thinking is to convince himself that the problem does not exist.
- Those with deficits in their ability to focus on tasks are the most numerous group of managers (around 40%). They are people with good intentions, full of energy and ready to act. They feel a constant need to do something, anything, and therefore they are dangerous. Their actions are chaotic and often harmful. Distracted managers don't have time to reflect. When they know they need to do something, they don't think exactly what they should actually be doing. They often end up making schematic decisions because there is no time for reflection.

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How to manage energy and concentration? (4)

About 10% of all managers can be classified as effective. These achieve long-term goals and are more aware of their strengths and weaknesses than others.

This group of people, has a high willpower, define objectives and strategies to achieve them. Such managers sometimes take responsibility in their own hands: "if no one is responsible, I will take care of it".

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The creativity of the entrepreneur

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Creativity is measured by four basic characteristics: fluidity, flexibility, originality and diligence. Together, these four characteristics determine whether an entrepreneur is creative or not.

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Fluidity

It's easy when it comes to creating ideas, such as:

- Provide as many words as possible starting with the letter "L"
- Create as many solutions to problems as possible
- Provide as many words as possible associated with the word "sheep"

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Flexibility

Willingness to change the sense of thought. The operational indicator of this capacity can be the diversity of ideas, that is, the number of categories in which it can be classified.

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Originality and elaboration

Ability to produce unusual and unique reactions (the simplest criterion of originality is a mechanical frequency index that is easy to use: an idea is considered original if a certain number of people who have been tested appear (for example, 5% or 1% , or even a person).

The amount of work put into the expression of the idea, for example, the number of dedicated words or the number of details used in its description.

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Attitudes conducive to creativity

- Self confidence
- Persistence to achieve the defined objectives
- Tolerance of contradictions and formal inaccuracies, and ease, at the same time, in focusing on solutions to your problems, although there are often negative opinions
- Conviction about the possibility of success in the implementation of strategies
- Confidence in the effectiveness of your own learning
- Focus on meeting learning goals

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Model SCARF

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Status ("Status")

- We experience discomfort in relationships with others until we determine their status
- The feeling of a higher status is a threat to us
- How do colleagues feel if the boss is constantly demonstrating his superior status?

How do employees feel when the entrepreneur evaluates them?

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Certainty

- The greater the ability to "predict the future", the greater the feeling of reward
- The lower this capacity, the greater the feeling of threat
- As a rule, an effort is made to reduce ambiguity and to increase confidence

Are you trying to reduce the level of uncertainty in your company?

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Autonomy ("Autonomy")

- It differs from certainty, since certainty is the ability to "predict the future", while autonomy is the ability to control it

Are you trying to give employees a sense of control?

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Relationships ("Relatedness" - group relationships: "ours" vs "strangers")

- Brain research shows that when we think of someone in our "comfort area", the area of the functioning brain is the same as when we think of ourselves
- The analysis of whether a person shares the same opinion as ourselves is very important for decision-making
- We treat everyone as a potential enemy before we change our minds
- When you create an idea in a group, everyone has common goals, members will start to see your idea as their own idea

Do you try to replace "strangers" with "ours"?

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Fairness

- A fair exchange will always be rewarding
- A change that is not fair will always be a threat

Are you trying to find win-win solutions?