



CONTENTS, STRUCTURE AND RESOURCES OF THE STUDENT COURSE

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Supplement: focused learning material about Common Topics



Leadership



1. Leadership (I)

1. **Definition:** Leadership is the attitude to let other people trust you, consider your ideas and propositions, and engage themselves in the purposes you are proposing.

Leader is *"Who is able to build up a world the others wish to belong to"*.

In business transfer processes all leaders should have a strong emotional approach.

2. Practical concept: a leader basic qualities are: Being (*)

1. - Visionary (imagining something that is not yet really evident or made yet);
2. - Communicator (able to put things "in common with" the others, warmly sharing them) (not just information, which is cold);
3. - Practical implementer, putting into practice the theoretical and intangible ideas;
4. - Never, never, never such to be knocked down (having a rocky - often silent - will).
(*) after a 2 year long Research on 90 different area leaders).

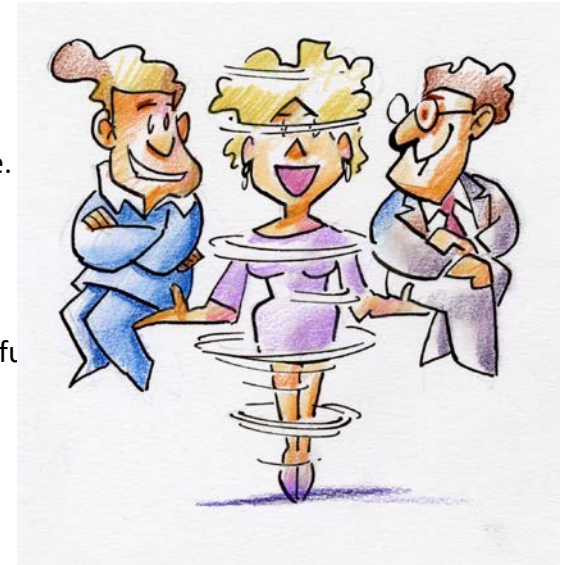
Chàrisma is *"being practically allowed to make a mistake twice, without losing reliability"*.

5. Difference between boss and leader:

- Boss means an authoritarian, a formal power person;
- Leader means an authoritative person.

3. The challenge: taking some personal professional ad image risks, for the others' sake.
To go – with good, while non evident reasons - against everybody's opinion.

4. The basic advice: go beyond the immediate short term interest, fly high! Look at the fu



1. Checking the Leadership *atmosphere* (II)

5. How to practice Leadership today:

one could/should measure the leadership circulating spirit, through some systematic focused checks.

Some interesting circulating Leadership factors are:

- A. Are people proud to work here??
- B. Is a real trust from the top management felt by people?
- C. Are single people feeling a real trust from the other colleagues?
- D. Is a Vision felt as clear by people, as a challenge to change?
- E. Is there a tension in order to stimulate people to express their maximum potential?
- F. Are people efforts awarded, before the practical results are achieved?
- G. Is there in the company a leadership expressed by practical examples?
- H. Is there in the company a real tension oriented to continuous improvement?
- I. Is there a continuous and dynamic objectives definition?
- J. Is the judging – whenever critical – expressed on the argument, rather than on people?



1. Leadership (III)

6. How to get and improve Leadership:

Think about the following sentences and aforisms:

Remeber well my boys, there is nothing permanent except change. (Buddha)

It's better to light a candle than to curse the darkness(Cina)

Don't worry if you advance slowly. Worried only if you go back . (Cina)

There aren't those who know better to speak those who have things to say (Cina)

The past has fled. What you hope is absent. But the present is yours (Arabia)

Night is the only way to reach dawn

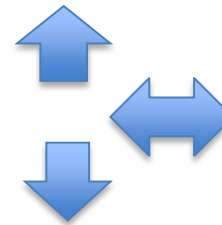
We have one tongue and two ears, so we could hear twice as much as we speak. (Zenone)

Self-Evaluation Exercise:



7. Self-test: Question. In general, how much am I lined-up with these aphorisms and says?

- A. I feel I am very much lined-up with them!
- B. I believe I agree with the majority of them
- C. In no way!



1. Leadership (IV)

8. Advanced leadership concept, linked with technological evolution:

Leaders in leadership culture: Nanus and Bennis

There are several leadership styles:

- to Pull: one leader, the others do what the leader thinks to be right
- to Push: one leader, but as an orchestra director, who motivates and co-ordinates the others' actions
- to Share: one or more leaders, in a team spirit, all able to become the leading person according to the different problems and subjects;
- to be a situation interpreter: situational leadership, very much fitting the moment situation.

9. CafeBrunello: n. 3.6.



Cafe Brunello

2. Entrepreneurship



2. Entrepreneurship. I.

1. Definition: Entrepreneurship is

- the art of undertaking initiatives
 1. - by an organized approach
 2. - in view to provide somebody else (potential users)
 3. - with services and/or products
 4. - useful to solve problems
 5. - so that the users are available to remunerate the providers
 6. - for the service or product they get.

2. Practical concept: The entrepreneurship practical evolution

1. - This happens in a very turbulent and changing scenario,
2. - based on dynamic business competitiveness,
2. - intensively rich both of opportunities – to be taken advantage of – (plus)
3. - and of threats - to be avoided and/or managed – (minus)
4. - so that the final output results is positive for the entrepreneur.

3. The challenge: The summarized effect of this entrepreneurial engagement is that

1. - notwithstanding the scenario turbulence,
2. - it is the entrepreneur who manages the situation
3. - and not the situation that manages the entrepreneur.

4. The basic advice: In order to do that, the entrepreneur should be able to

1. - “get out of the aquarium”, so seeing him/herself from outside,
2. - and understanding how to act in order to be practically competitive.



2. Entrepreneurship. II.

5. How to practice Entrepreneurship today.

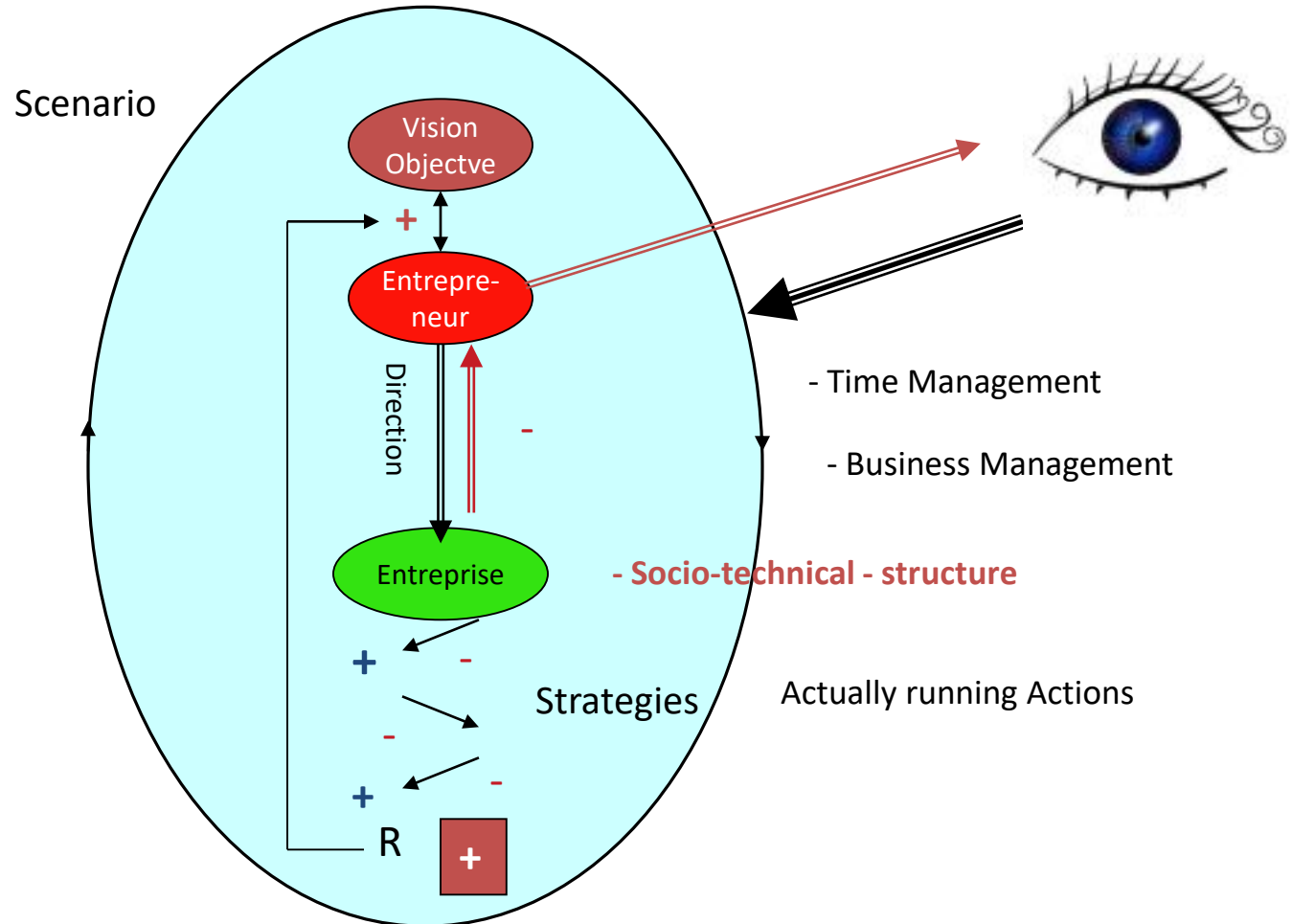
In order to be a promising entrepreneur, you should pursue at least 6 basic aims:

1. **E. Energy:** You need energy to fight!
2. **S. Spirit:** A tenacious initiative approach: you will never be knocked down!
3. **S. Solutions:** Your aim is to provide users with solutions, not only with products or services
4. **E. Ethics:** Ethics are more and more important, particularly in a middle and long term view, and particularly in relationship with people and the whole society
5. **R. Renovation:** Think as a renovator, not only an innovator
(= renovate the whole business concept, don't only innovate specific services and products)
6. **E. Environment/Ecology:** respect and develop the environment, preserving a balanced world.



2. Entrepreneurship. (III)

6. The Entrepreneurial Incubator Egg



2. Entrepreneurship. Self-Evaluation (IV)

7. How to get and improve the entrepreneurship

Self-Evaluation Exercise:

Yes Maybe No

1. Am I really willing to take on myself the burden of being an entrepreneur?
2. Have I the attitude "to get into other people's mind" in order to understand their needs?
3. Do I love finding new solutions to problems and situations?
4. Am I respectful of people, and oriented to understand them, or am I "deft" to that?
5. Am I fond of Ethics, also while dealing with business economic subjects?
6. Am I aware of the environment ecology, as a basic aspect of our future?
7. Am I a visionary, dreaming for something which does not yet exists?
8. Am I personally a doer, not just giving order to the others?
9. When in a group, engaged in something long/hard, am I amongst the last ones giving up?
10. When something unexpected happens, am I looking for potential opportunities in that?

Evaluation: From 20 to 30: Well, go on, you can become an entrepreneur

From 10 to 20: You can try!

From 0 to 10: It will be a hard way for you to become an entrepreneur!

Yes = 3 points
Maybe = 2 points
No = 1 points

2. Entrepreneurship. (V)

8. Senior Self-Evaluation: KBS Quick Self- Check

9. CafeBrunello- Carotina n. 3.1 (Vajenti) (<http://cafebrunello.eu/sample-page/carotina>)

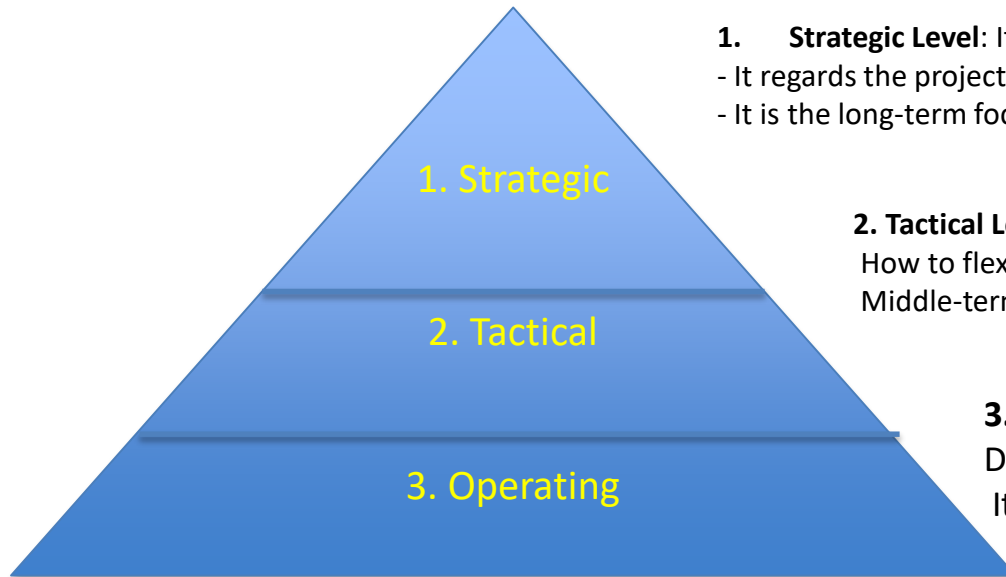
A case history

10. General common sensitisation. KBS Vaccination A EU recognised Best Practice for sensitizing several people on entrepreneurship

Entreneurship, Managing and Leadership Levels

First remind: Regarding Managing,

there is a basic, practical real hierarchy, with 3 basic levels /degrees.

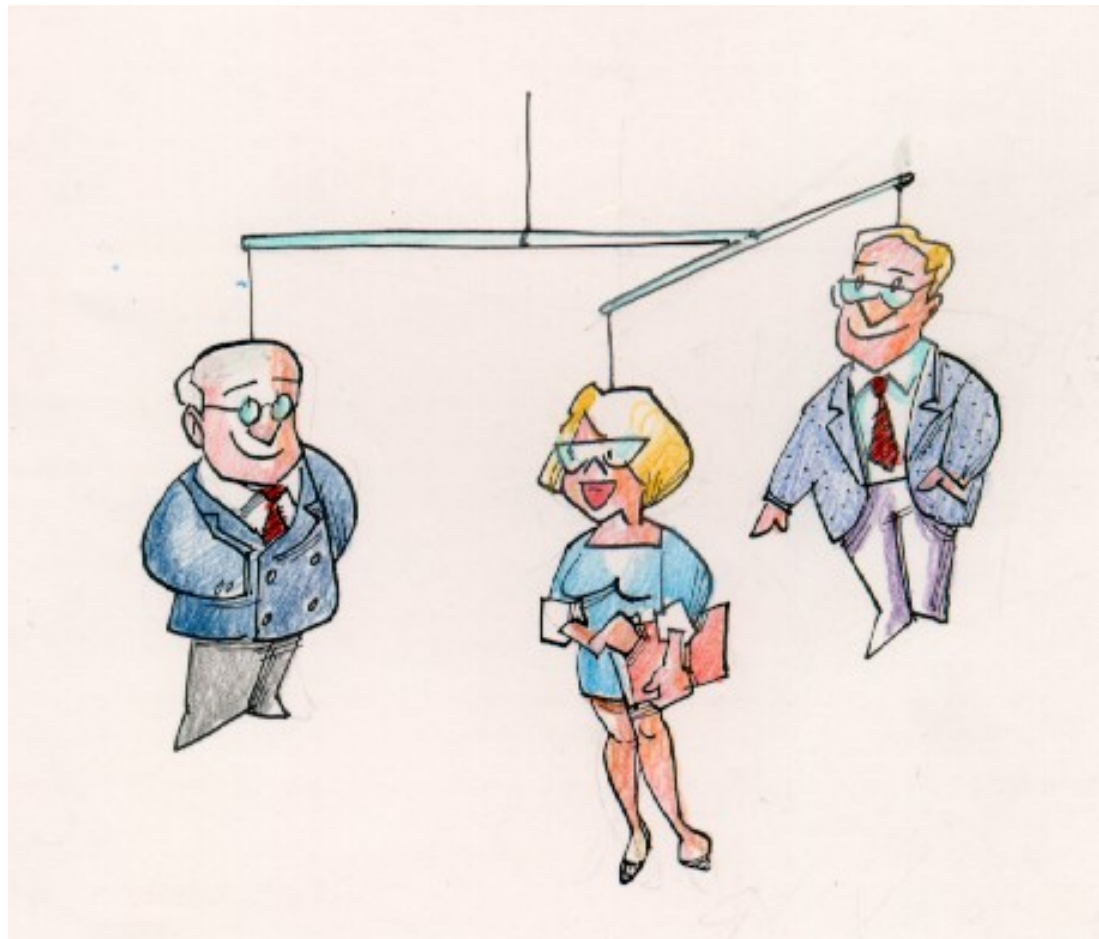


- 1. Strategic Level:** It is the most important.
 - It regards the project aim, life, survival.
 - It is the long-term focused level.

- 2. Tactical Level:** second-level importance.
 - How to flexibly organize actions, in order to get strategic aims.
 - Middle-term focused level.

- 3. Operating Level.** Short-term activities.
 - Daily or field ongoing actions.
 - It is the short-term practical level.

3. Family Business-Internal Dynamics



3. Family Business-Internal Dynamics (I)

1. **Definition:** the interpersonal approach is getting more and more important today, because 1.- The world is now one only container, like a little village.
2. - Due to the internet, there are no more space and time distances: everyone is virtually everywhere
3. - Communication and transportation techniques make technologies and tools available for everybody.
4. - The real difference – then the competitiveness factor – has become PEOPLE and teamworking.
5. - A competitive business is one where people are motivated and work having a team spirit.
6. – Both hardware (material machineries and tools) and software (ICT tools) are now at everybody's hand.
7. – Brainware (project working) and humanware (good relationship) are now the strategic factor.

2. Practical concept: people must change their mind, considering a person:

1. - Not as a passive tool, but as an expected thinking collaborator
2. - Neither as a single individual, but as a member of several human networks: family, company, society
3. - And as somebody whose behaviour is conditioned by legitimate emotions, in a socio-technical system
4. - Where interpersonal communication rules are very important, and generally not yet well known.
5. - And interpersonal behaviour rules are also often ignored, but are anyway influencing people's work.



3. The challenge: Leaders – but not leaders only: everybody!- should:

- Start thinking by having a double approach: both the technical one and the human one,
 1. - Being aware that if one of these is missing, the risk to be unsuccessful is harder and harder
 2. - Focusing their professional knowledge both on technical and organizational aspects
 3. - and on the interpersonal ones, in order to get positive economical (and one's welfare) results.

3. Family Business-Internal Dynamics(II)

4. The basic advice: Remember that:

There are some rules in human behaviour, but they are often underlying the visible aspects

1. The main part of human behaviour is like an iceberg: the 2/3 submerged part is the main and basic
2. Then, invest part of your professional time and growth in understanding and managing these rules.

5. How to practice Interpersonal relations today:

Become fond and expert in the following basic knowledge areas and tools:

1. Interpersonal communication
2. Personal and interpersonal human behaviour (https://en.wikipedia.org/wiki/Maslow's_hierarchy_of_needs)
3. Interpersonal co-operation / collaboration
4. Interpersonal perception effects
5. Don't forget to monitor and recognize both the market evolution and people's achievements.

6. How to improve interpersonal relationship Total Quality Management basic principles, like:

1. Having and sharing a motivating Vision (what we want to BE tomorrow)
2. Clarifying and transferring a Mission (what solution we are providing for our client)
3. Clarifying and sharing the Company Values (the base for a motivated co-operation)
4. Focusing on typical Company Competitive Factors.

