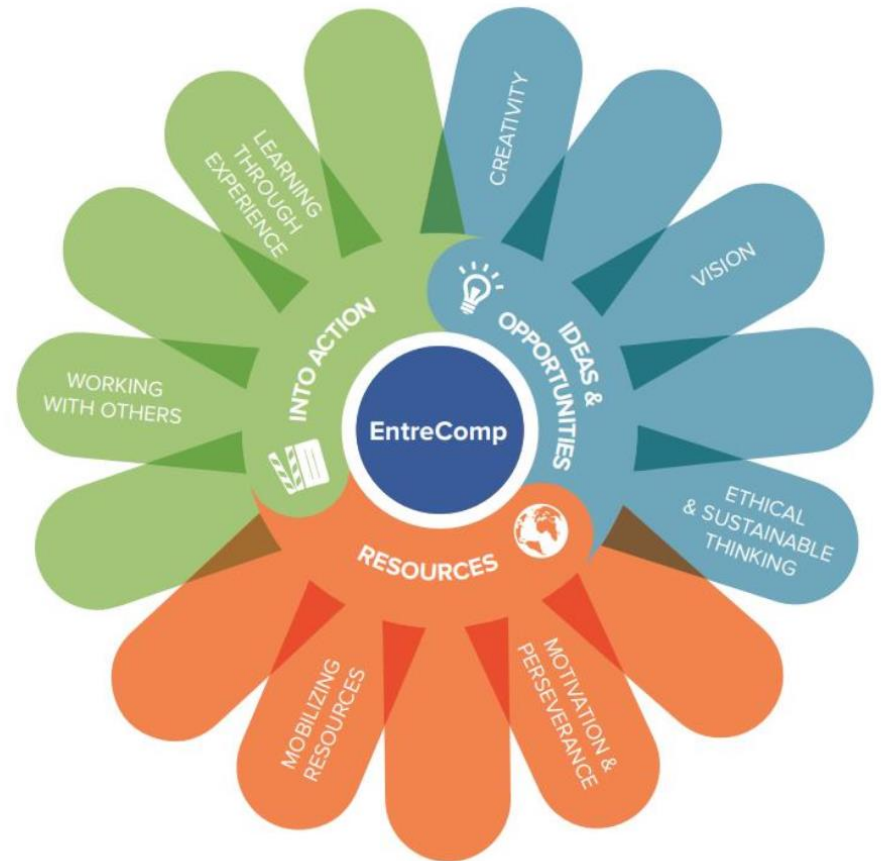


# Seven Entrepreneurial Competences

Ljubljana  
October 12, 2022

Prof. Miquel Lladó



# **THE SEVEN**

**Vision**

**Creativity**

**Ethical & Sustainable Thinking**

**Motivation & Perseverance**

**Mobilizing resources**

**Working with others**

**Learning from experience**

“I cannot teach anybody anything.  
I can only make them think”

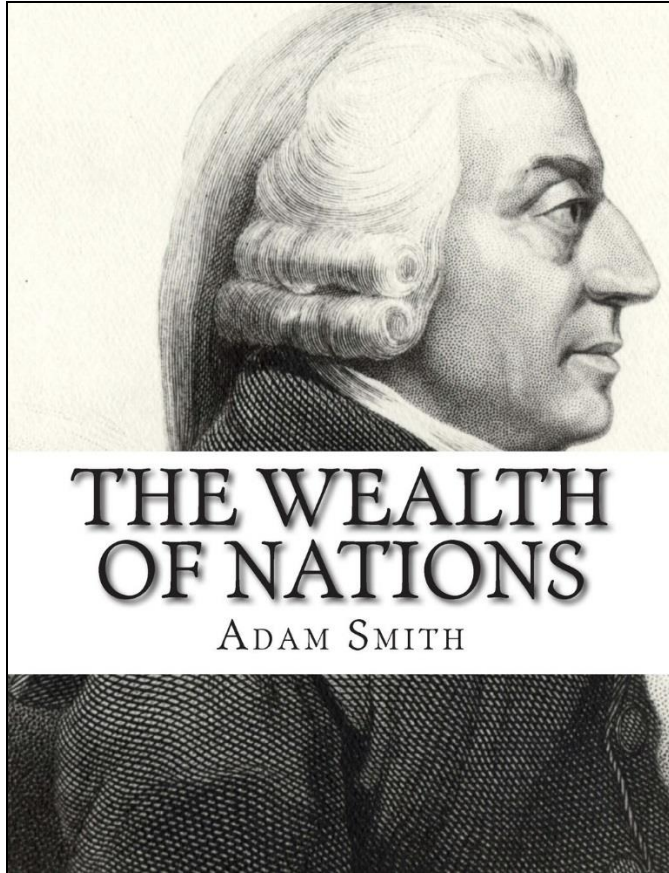
Socrates



Warm-up

# Conversations





**Adam Smith**

(1723-1790)



**Alfred D. Chandler, Jr.**

(1918-2007)

“We all have two great gifts: our mind and our time. It depends on us, what we do with them”

Robert Kiyosaki



WOODWORK

SMARTER

URGENT

LESS-URGENT

Q1

"GET IT DONE!"

- CRISIS
- DEADLINES
- PRESSING ISSUES

Q2

"PLAN IT"

- GOALS + STRATEGY
- RESEARCH
- FITNESS
- DEVELOPMENT

Q3

"PUSH BACK"

- INTERRUPTIONS
- EMAILS
- ROUTINE MEETINGS

Q4

"ELIMINATE"

- TIME WASTING
- TRIVIA
- DISTRACTIONS

IMPORTANT

NOT-SO  
IMPORTANT

Eisenhower's Urgent-Important Matrix



# Calendar

DASHBOARD YEAR VIEW

WORK WEEK

DAY VIEW

TASK LIST

SETTINGS

SEARCH

William



September

3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

Monday  
3

Tuesday  
4

Wednesday  
5

Thursday  
6

Friday  
7

## To-do list

- Sales presentation
- Organize campaign meeting
- Website news update
- Write weekly newsletter
- Team photoshoot
- Finalize budget
- Inbox cleanup

Prepare notes for a meeting

Weekly team meeting

Write weekly newsletter

Client meeting

Video call with Legal team

Legal

Reserve a table @SteakHouse

Birthday's cake

Business lunch with Dennis

Board meeting

Prepare notes for a meeting

Board meeting

Finalize budget

Team's photoshoot

Marketing agency's video call

Prepare notes for a meeting

Board meeting

Prepare notes for a meeting

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Team's photoshoot

Marketing agency's video call

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Prepare notes for a meeting

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Prepare notes for a meeting

Board meeting

Candidate interviews

Sales presentation

Video call with Sales team

Prepare notes for a meeting

Board meeting

Prepare notes for a meeting

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Prepare notes for a meeting

Board meeting

Inbox cleanup

Week wrap-up notes

Inbox cleanup

Week wrap-up notes

Inbox cleanup

Week wrap-up notes

Inbox cleanup

Week wrap-up notes

Inbox cleanup

Week wrap-up notes

Inbox cleanup

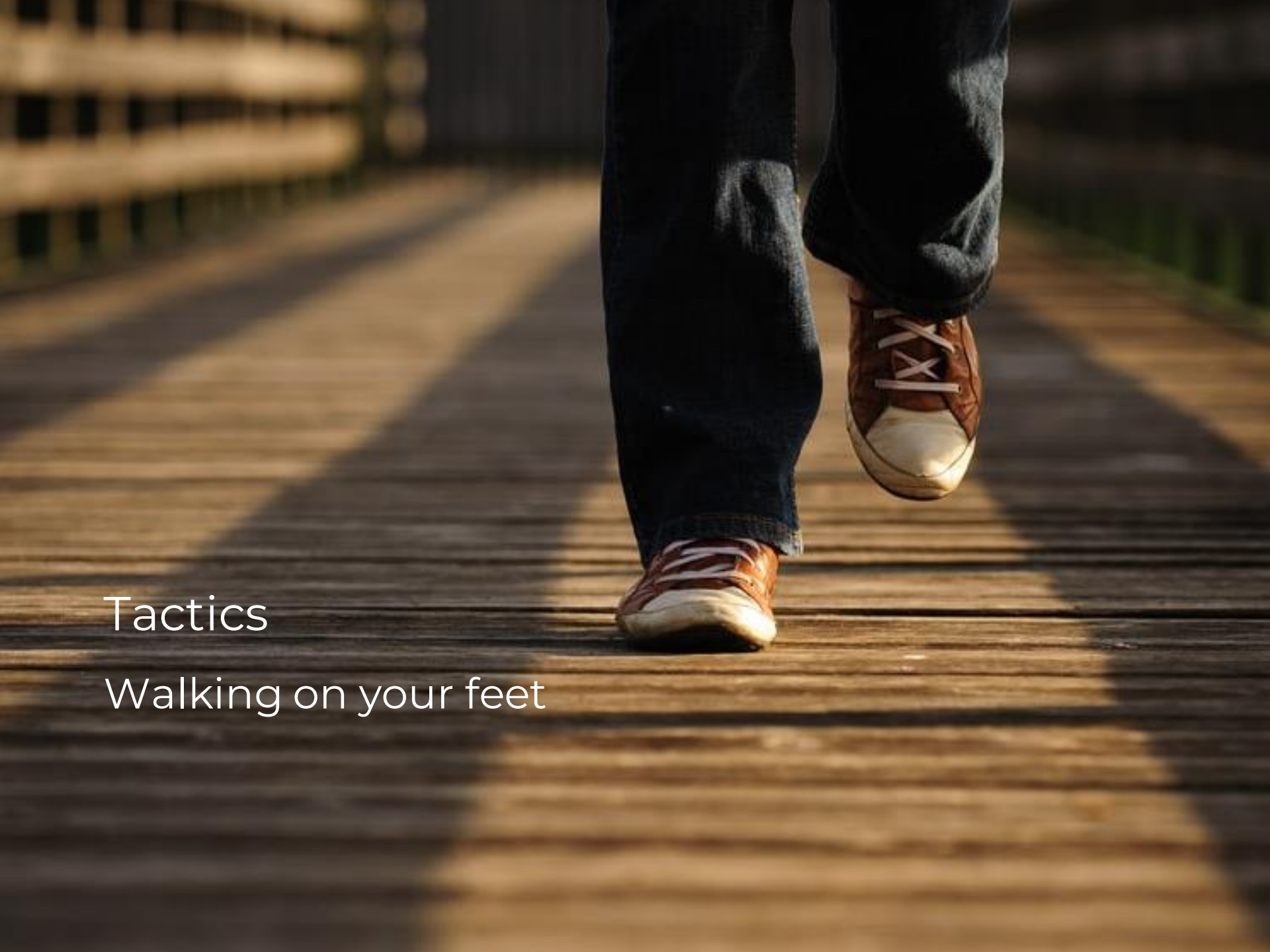
Week wrap-up notes

Inbox cleanup



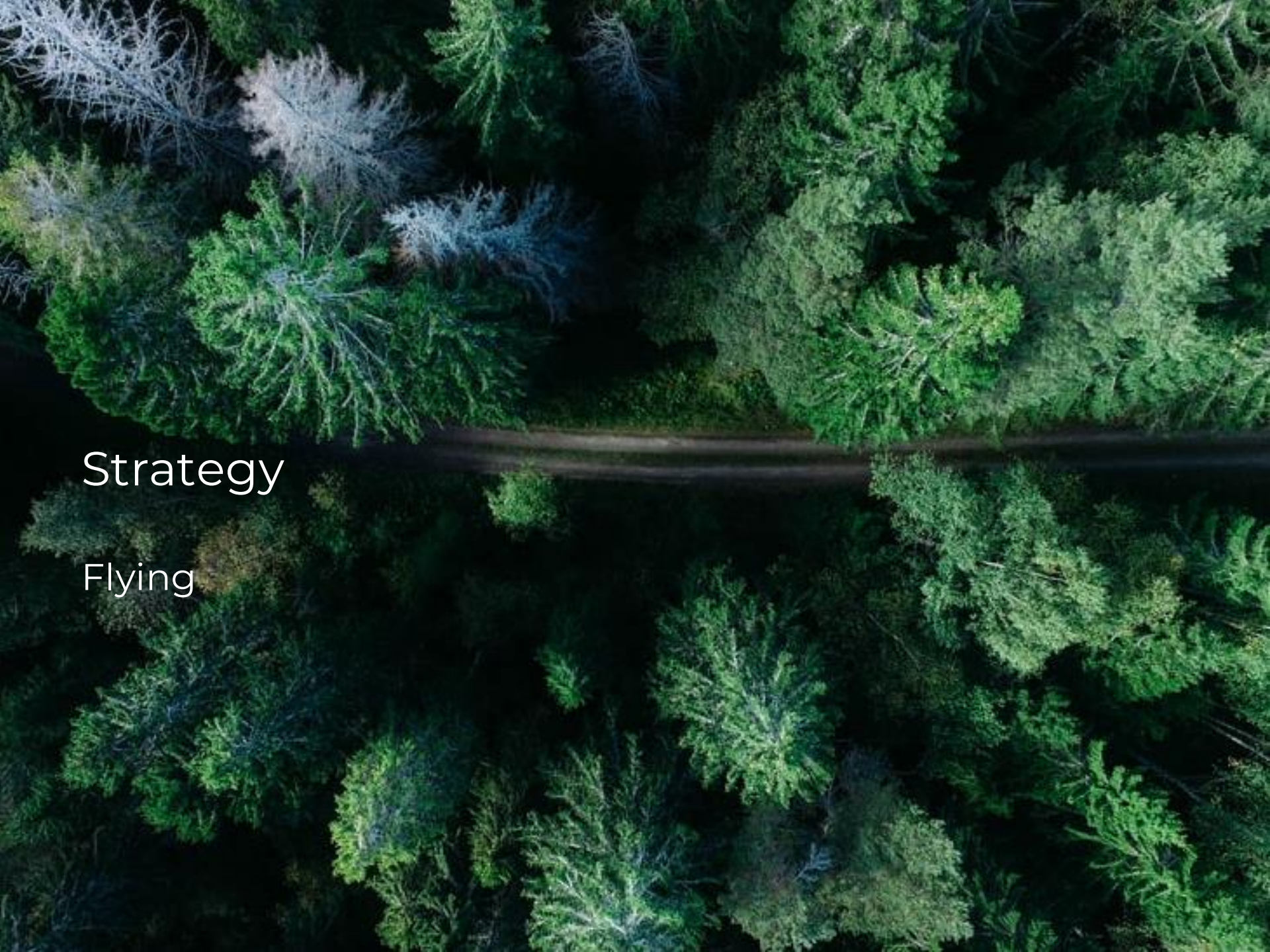
**1**  
Ideas

# Vision



Tactics

Walking on your feet



Strategy

Flying

# Blinders\* off!

\* *Prevent from seeing anything that isn't straight ahead*

*If we wear them we have a very narrow view of things*

Frito Lay

CHEESE T...  
GOES PH!

CHEESE T...  
GOES PH!

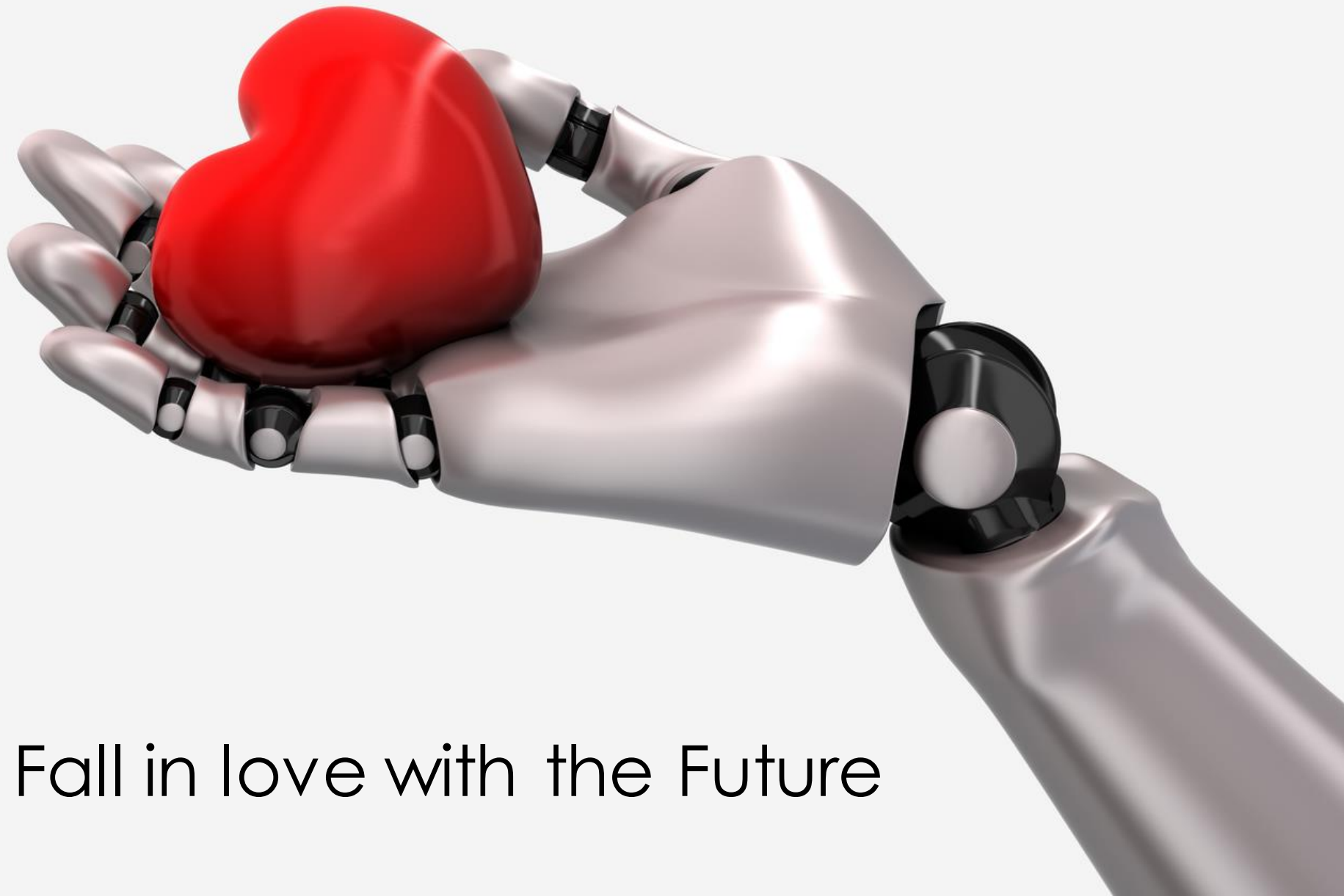


# Blinders Off Manager



STRATEGOS

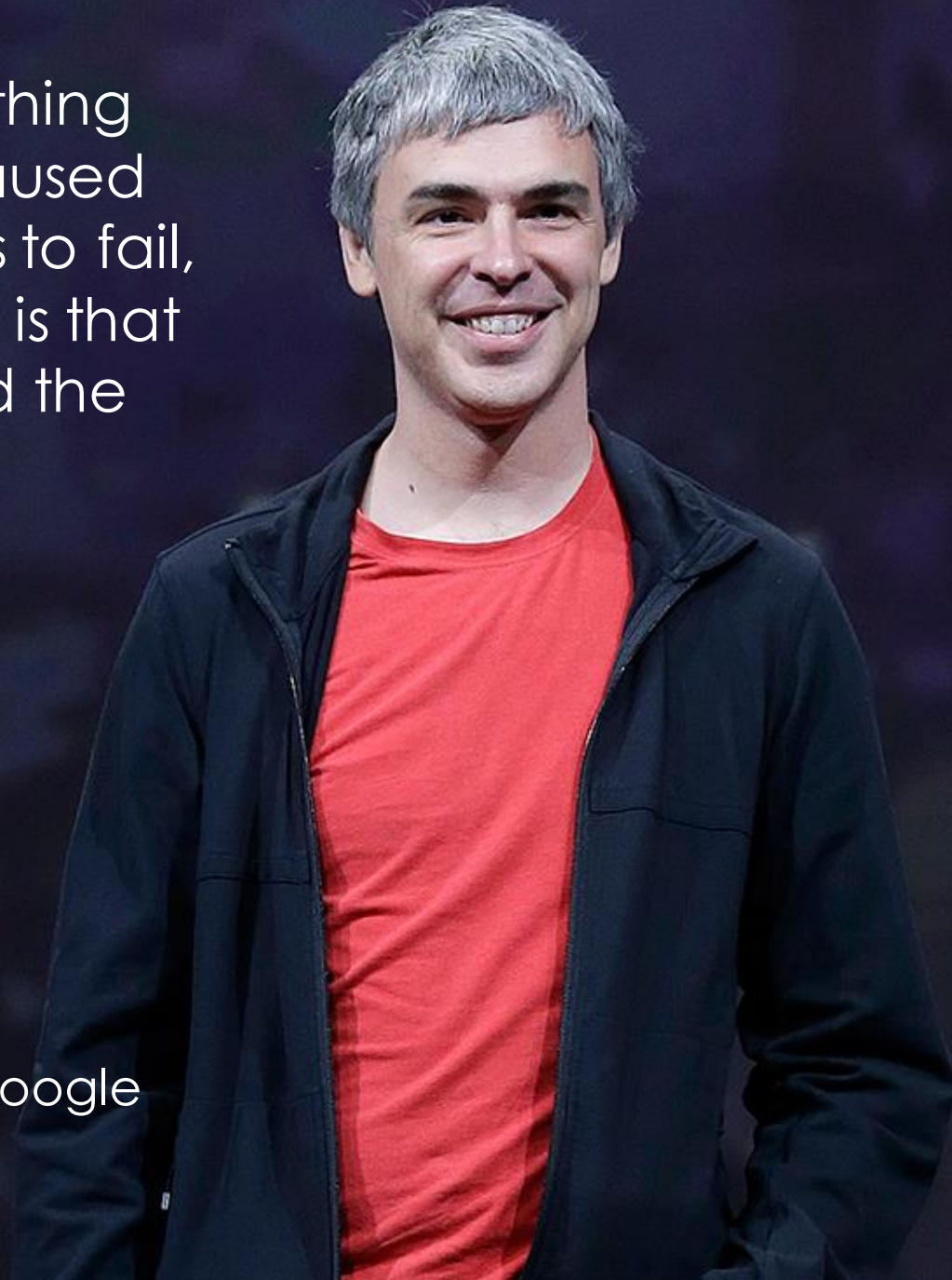


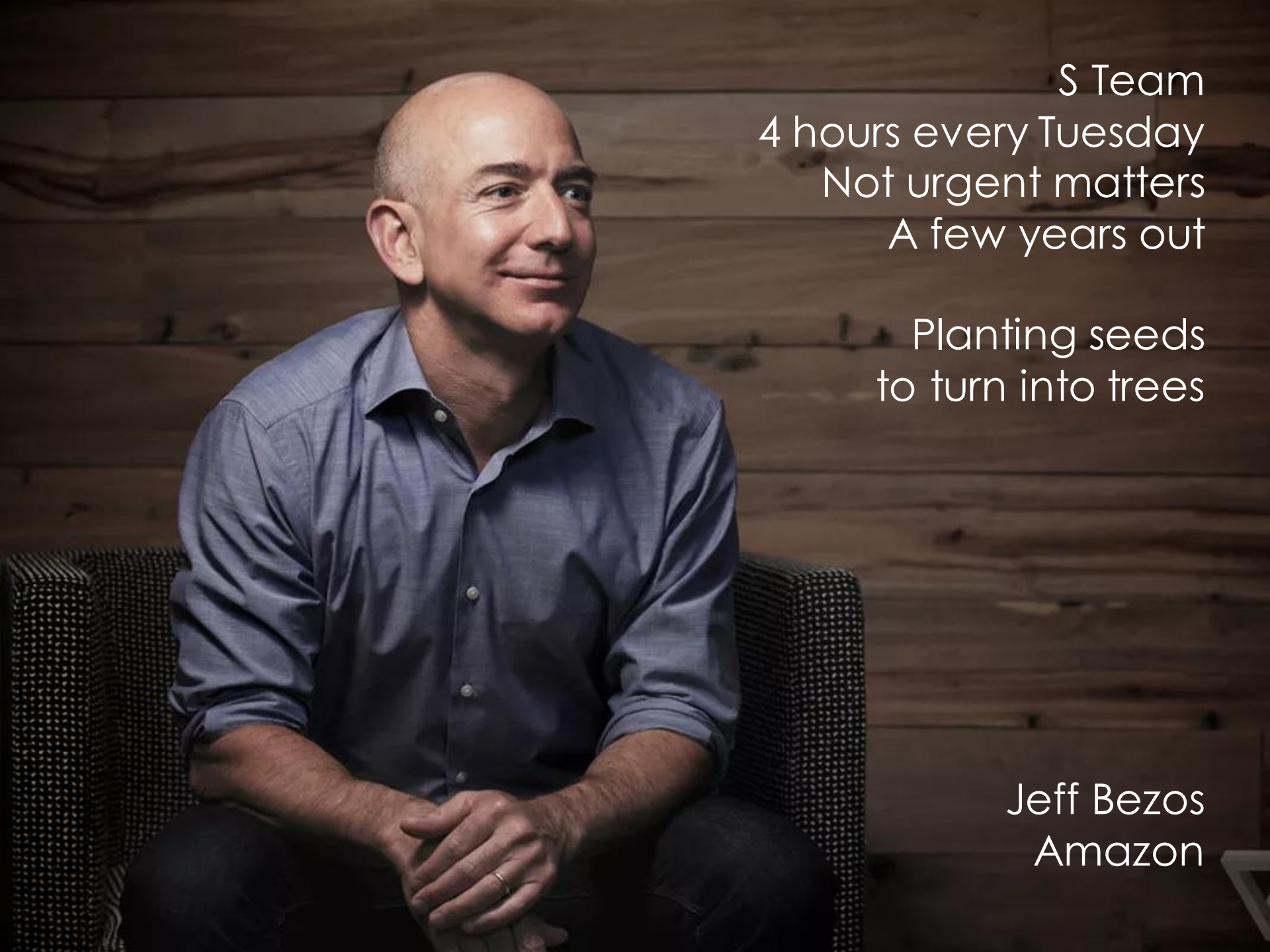


Fall in love with the Future

“The main thing that has caused companies to fail, in my view, is that they missed the future”

Larry Page  
Founder of Google





S Team  
4 hours every Tuesday  
Not urgent matters  
A few years out

Planting seeds  
to turn into trees

Jeff Bezos  
Amazon



New conversations  
Different people  
From other markets



# Vision





for what is thought  
to be best in any re  
point of view.

# Creativity

ability to create,  
creates something  
using creative a  
what is thou

# PESTLE

Politics

Economy

Social

Technology

Environment

Legal





Scott McClellan  
President HEB



# *Pains*



Customer centricity – Students centricity

Bottle-necks





Frito Lay

CHEESE T...  
GOES PH!

CHEESE T...  
GOES PH!



**3**  
Ideas

# Ethical & Sustainable Thinking



WHAT'S MY  
PURPOSE?

**Business - People - Planet**





# ESG



## **Environment ("E")**

Concerns how a company uses its resources and manages its emissions.



## **Social ("S")**

Concerns how a company manages its relationship with its stakeholders, including the wider community.



## **Governance ("G")**

Covers matters of corporate behaviour; it incorporates the management of "E" and "S" factors.

## ABOUT B CORP CERTIFICATION

Measuring a company's  
entire social and  
environmental impact.



**ferrer**  
Building healthier societies through digital technologies  
**FUTURE**

BARCELONA, Spain, Jan. 26, 2022 (GLOBE NEWSWIRE) -- Ferrer, the international pharmaceutical laboratory based in Barcelona, has become a **B Corp company** thanks to its **positive impact in society and on the planet**.

The company has exceeded global B Corp standards in terms of social and environment performance, transparency and corporate responsibility in all the territories in which it has a direct presence. With the completion of the certification process, Ferrer is the **first Spanish pharmaceutical company to become** part of the international B Corp community, the group of companies that aim to build a more inclusive and sustainable economy.



# Motivation & Perseverance



# Making things happen

Transfagarasan, Transylvania, Romania



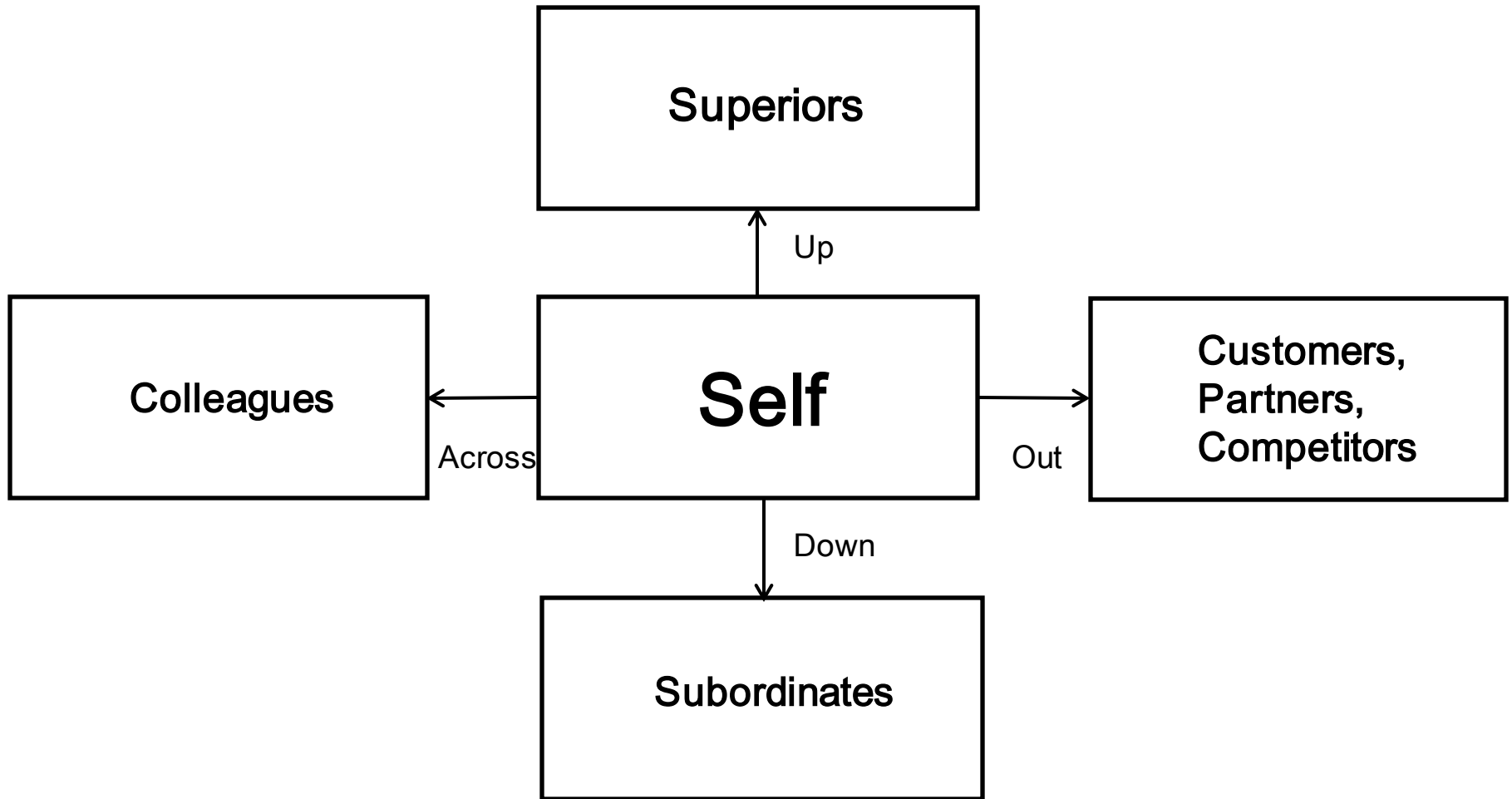
Warm-up



People - Talent

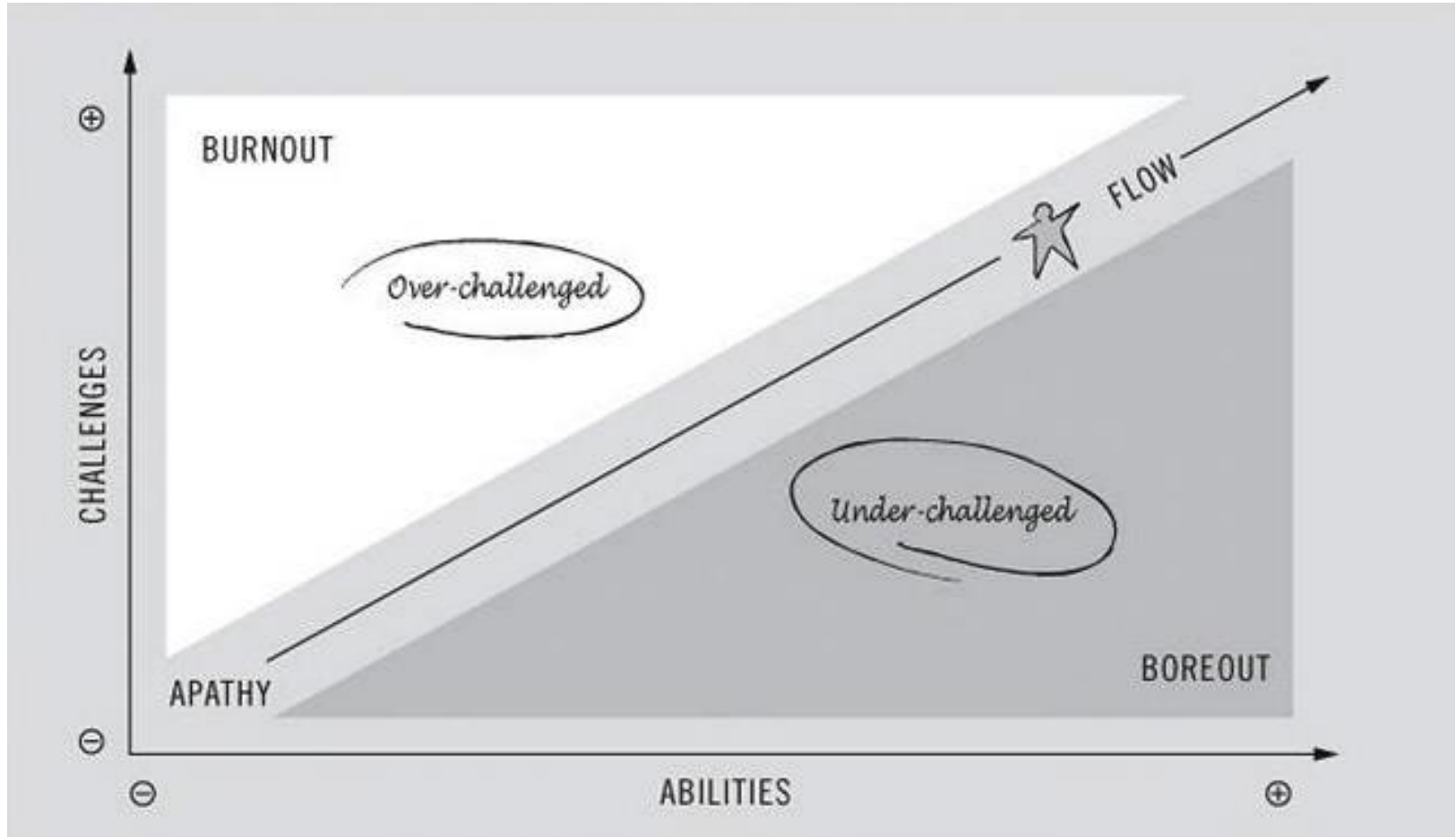
Warm-up

# Leading Five Forces Analysis



# The Flow Model

Mihaly Csikszentmihalyi



# Multiplying effect

$$S \times A \times I = R$$

$$10 \times 1 \times 1 = 10$$

$$8 \times 5 \times 5 = 200$$

S: Strategy    A: Acceptance    I: Implementation    R: Result



20%

**Creativity**  
**Sustainable**  
**Motivation**





# Mobilizing resources





**WHY?**

**Grow  
People**

You grow people when frequent contact, not once a year



**LEADERSHIP & MANAGING PEOPLE**

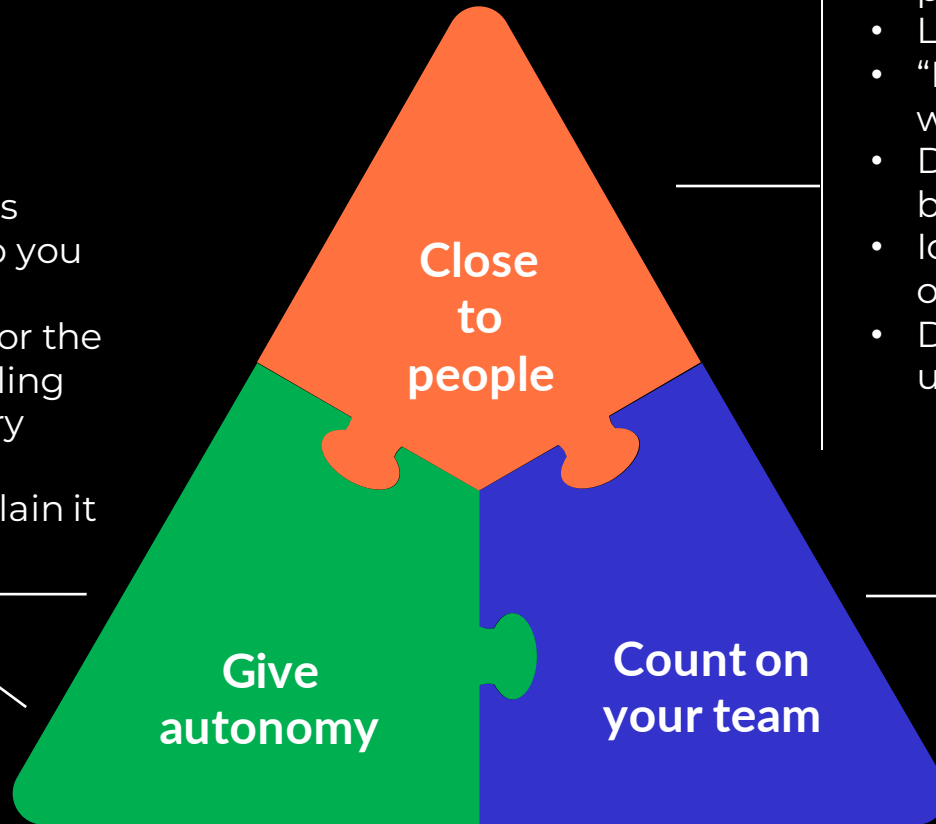
# **3 Ways to Motivate Your Team Through an Extended Crisis**

by Anne M. Brafford and Richard M. Ryan

SEPTEMBER 25, 2020

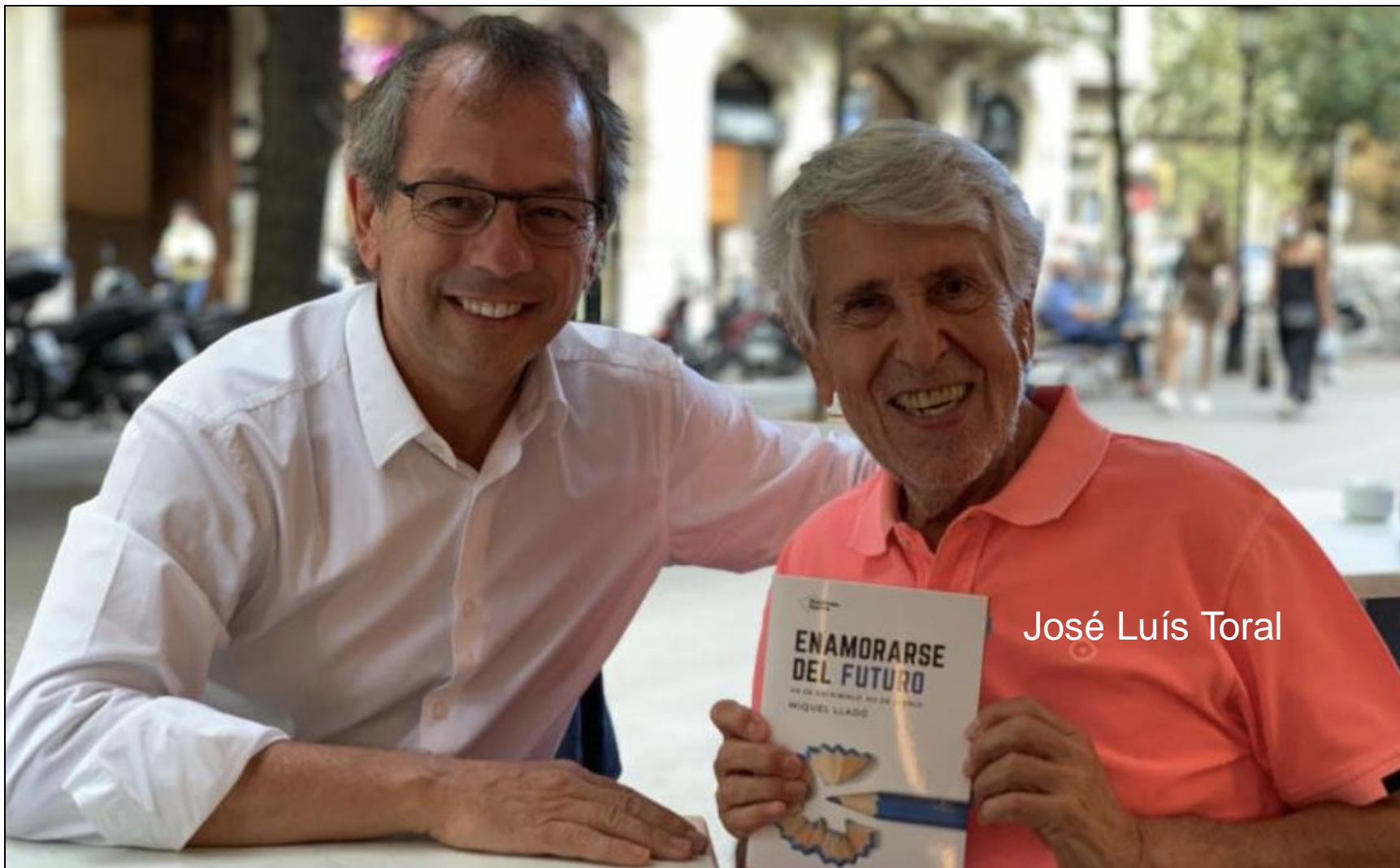
# Motivation is a challenge

- People: Authors
- “Which part do you want to lead?”
- Avoid control for the sake of controlling
- No unnecessary pressure
- If urgency, explain it and justify it



- Give appreciation, make people feel they belong
- Listen and value
- “I understand it is difficult but we will solve it together”
- Do not get lost in big groups, better in small groups.
- Identify what’s relevant and obstacles
- Do not let good work be unseen, make it noticeable

- Trust
- Involve in the decision making
- Frequent contact to feel progress



José Luís Toral





MACHINE WASH COLD  
GENTLE CYCLE  
WASH SEPARATELY OR  
WITH LIKE COLORS  
ONLY NON-  
CHLORINE BLEACH  
WHEN NEEDED  
LINE DRY  
WARM IRON  
WHEN NEEDED



# Working with Others





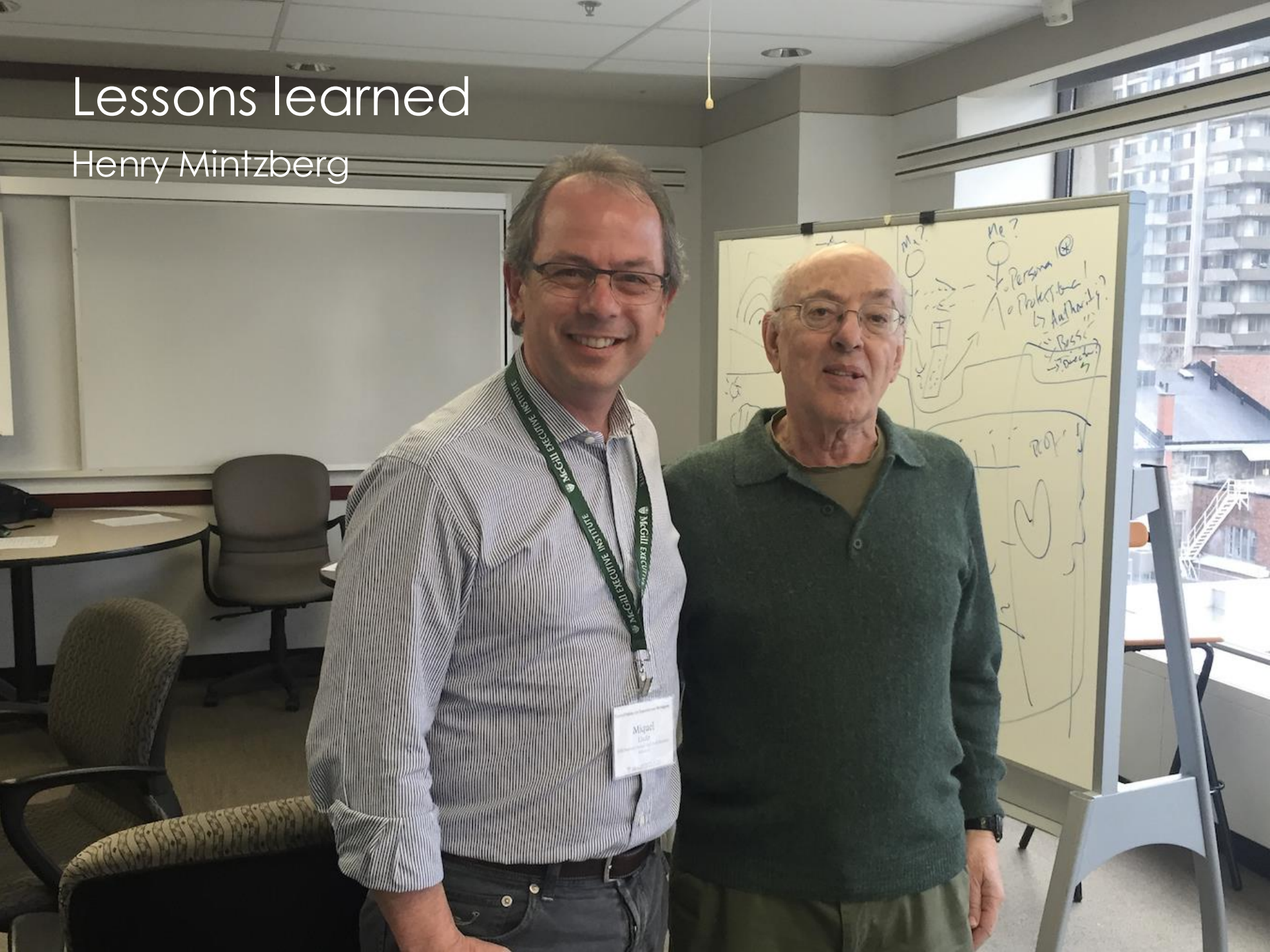




Shine through your people

# Lessons learned

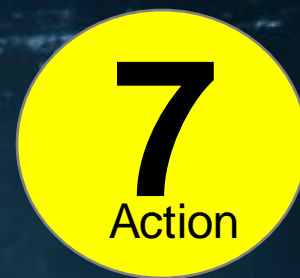
Henry Mintzberg



# **Mobilizing Working with others**







# Learning through Experience



Frito Lay

CHEESE T...  
GOES PH!

CHEESE T...  
GOES PH!



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# The Visible Hand

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 Miquel Llado

Q & A

