

The Entrepreneurial Leader's Disruptor Handbook

A handbook for self-aware leaders and high potentials, talent and OD practitioners, change leaders, teachers and trainers responsible for paving the way in a reinvented, disruptive world.



by Dee McCrorey, Author & Innovation Catalyst

Innovation in a Reinvented World: 10 Essential Elements to Succeed in the New World of Business (Wiley)

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Note from the Author

For well over three decades I've considered myself to be a scrappy corporate entrepreneur—long before it was called scrappy and before we referred to entrepreneurial thinkers and doers inside the larger corporate environment as intrapreneurs or corporate entrepreneurs.

In other words, I found myself not always “fitting in” with a company’s culture. Most of the time my disruptive ideas (I considered them creative) had to fly under the radar, which is where I developed bootstrapping skills and partnered with great mentors who taught me how to fly low before flying high.

New hire orientation (NHO) and semiconductor fab training were responsibilities of mine in the early days of Silicon Valley, where I worked for companies such as National Semiconductor, Fairchild, Monolithic Memories, Intersil, and Intel. And although my NHO training was legendary because I presented fab operators and technicians with a glimpse into what I thought the future of work looked like, encouraging them to prepare for the day when technology would replace their jobs (not such a leap since humans *are* the biggest contaminants in a chip manufacturing area), it was difficult for them to consider future risks when the present was comfortable with no perceived disruptive threats.

Although this handbook was developed for those of you in the throes of leading others and navigating your own way through disruptive business environments without a lot of practical onboarding tools to guide you, it’s really for anyone looking to develop, or strengthen, their “entrepreneurial chops”.

We hope that you find this handbook useful. Share it with others and use it freely within the boundaries of our [Creative Commons License](#).

Dee McCrorey



About the Contributors



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Ideas For Using This Handbook

There are a myriad of ways for you to leverage the contents of this handbook, and although you'll find plenty of material to use "out of the box", it can also serve as a means of generating discussions with your subject matter experts and support teams. Here are some ideas to help get you started.



Supplemental material for training departments responsible for onboarding new leaders and managers.



New material for re-training managers and emerging leaders in preparation for a re-organization coming down the pipe.



Foundational material as part of a start-up's vision and values statement and leadership development roadmap.



Reinvention ideas for proactive managers and leaders seeking ways to reinvent their roles in preparation for career and business disruptions.



Brand differentiator handbook for consultants looking to infuse new energy into their business while increasing value for their clients.



Learning and self-development for emerging leaders and middle managers looking to evolve as entrepreneurial leaders capable of anticipating and navigating disruptive change within their organizations or places of business.

Making the Case for Entrepreneurial Leadership

A scrappy solution for disruptive times

Why would you need to make a case for investing time, money, and energy in Entrepreneurial Leadership? Maybe there's a general belief that things aren't broken, so there's no need to change anything. Or, perhaps, established leaders don't want to disrupt the hierarchical organization with another layer.



But in fact, Entrepreneurial Leadership isn't about hierarchical layers—just the opposite! Nowhere in this handbook will you see any mention of a separate “title” for entrepreneurial leaders.

Entrepreneurial Leadership is not a panacea for all that ails business, academia and government. Organizational leaders would do well to view E. L. as an opportunity for revamping the company culture and unlocking the “scrappy” potential of their workforce.

Resilience and Entrepreneurial Engagement

Although much has been written about Organizational Resilience over the years; business, academic and government leaders are realizing that certain organizations [do respond better](#) to disruptions than other organizations.

Resilience as an Acquired Skill

*Kathleen Sutcliffe and Timothy Vogus argue in **Organizing for Resilience**, a book chapter they wrote in 2003, that resilience should be viewed from a developmental perspective as an ability that develops over time—continuing to use internal and external resources successfully to resolve new issues. The authors describe resilience as “the capacity to rebound from adversity strengthened and more resourceful”.*

According to Sutcliffe and Vogus ([recapped](#) by Jan Husdal), resilience exists on three levels, the individual level, the group level, and the organizational level.

Individual Level

On an *individual* level, resilience is developed when individuals have experiences that allow them to encounter success and build self-efficacy, motivating them to succeed and to master future endeavors.

Group Level

On a *group* level resilience is not just an accumulation of individual resiliencies, but more about *how* individual resiliencies complement the *group's* resilience, thus increasing a group's experiential diversity. Collective resilience is strengthened when a group believes that their desired outcome is achievable. It's this perception that forms the basis of each individual's resilience and motivation for mastering new challenges together as a group.

Organizational Level

On an *organizational* level resilience emerges from processes that enhance mindfulness and conceptual slack. **Mindfulness** improves the ability to recognize and properly react to unexpected and potentially threatening situations before they escalate out of control. **Conceptual slack** is the willingness of members to question the status quo, capably recombine and redeploy resources in new ways that allow new solutions to emerge by members of the organization.

British Standard, BS65000 (2014) defines organizational resilience as the "ability of an organization to anticipate, prepare for, and respond and adapt to incremental change and sudden disruptions in order to survive and prosper."

In a September 2003 Harvard Business Review article [The Quest for Resilience](#), Gary Hamel and Liisa Välikangis stated that “momentum is not the force it once was” in ensuring an organization's success. The authors concluded that strategic resilience is not about responding to a *one-time* crisis.

“It's not about rebounding from a setback. It's about continuously anticipating and adjusting to deep, secular trends that can permanently impair the earning power of a core business. It's about having the capacity to change before the case for change becomes desperately obvious.”



Entrepreneurial Engagement

Let's look at how Entrepreneurial Leaders could move the resilience needle using Sutcliffe's and Vogus' three-tier explanation.

Although success may be the ultimate desired outcome, it's important to support individuals when they try something and fail. *Failure also builds resilience*. Entrepreneurial leaders could rebuild someone's confidence after a failed attempt by introducing the practical aspects of *tinkering*. Whether innate or encouraged, most of us at one time or another "tinkered" as children—[hands-on learning](#) commonly referred to as having fun.

Tinkering at its most fundamental level is repairing, adjusting, or working with something in an *unskilled* or *experimental* manner.

Tinkering also helps people get out of their own way—something especially important after a failed attempt.

Haven't you ever fiddled with fixing one thing when you suddenly came up with an idea that had absolutely nothing to do with the thing you were looking to fix? One reason that tinkering and innovation complement one another.

Entrepreneurial leaders could use a setback as an opportunity to teach the practical art of tinkering and building resilience that improves an individual's chances of successful future outcomes, *individually* and as part of a *group*.

Organizational resilience is no easy feat—incremental forward movement may be a more realistic response for large-scale companies managing legacy change. But this is where entrepreneurial leadership helps pave the way toward fast-tracking an organization's resilience.

Startups and small businesses have a better chance of implementing three resilient "modules" faster by approaching resiliency as foundational to their company culture.

"Resilience is a result of creativity meeting adversity."

Jan Husdal husdal.com



Additional Resilience Resources

MIT Professor Yossi Sheffi's 2005 book [The Resilient Enterprise](#) analyzed how disruptions can adversely affect the operations of corporations and how investments in resilience can give a business a competitive advantage over entities not prepared for various contingencies.

Authors Ranjay Gulati, Nitin Nohria, and Franz Wohlgezogen in their 2010 article [Roaring Out of Recession](#) analyzed strategy selection and corporate performance during the past three global recessions: the 1980 crisis (which lasted from 1980 to 1982), the 1990 slowdown (1990 to 1991), and the 2000 bust (2000 to 2002), studying 4,700 public companies, breaking down the data into three periods: the three years before a recession, the three years after, and the recession years themselves.

New Zealand-based [Resilient Organizations](#) considers 11 indicators when assessing an organization's resiliency—the ability to survive, but also to thrive in the face of adversity.

Leadership	Staff Engagement	Situation Awareness	Decision Making
Innovation and Creativity	Effective Partnerships	Leveraging Knowledge	Breaking Silos
Internal Resources	Unity of Purpose	Proactive Posture	Planning Strategies
Stress Testing Plans			

“

Some problems are so complex that you have to be highly intelligent and well informed just to be undecided about them.

- Laurence J. Peter-

”

The Entrepreneurial Leader's Disruptor Toolbox

Connecting the innovation dots

The new reality in business is one of ongoing disruption. Disruptions can translate to exciting new products, services, and technologies that improve our lives, but they can also translate to discontinuity and the end of “something”.

Entrepreneurial leaders assume a special place in the world of business and workplace disruption.



This section includes the crux of what Entrepreneurial Leaders will want to have in their toolbox, and although this isn't an exhaustive “how to” of each pertinent area, we do include exploratory questions, insights and tips from seasoned practitioners, and resource links for you to learn more.

Empathy and Emotional Intelligence


Raising the EQ bar for disruptive environments

By David Cory, M.A.

Entrepreneurial Leaders make things happen and achieve at high levels without necessarily always paying attention to how their actions impact others. After 15 years of experience working with leaders at all levels, I affectionately refer to this type of leader as the ‘Bull-in-the-China-Shop’ leader. They get great results, but they get their needs met at the expense of others. The ‘glass they break’ includes relationships, partnerships, collaborations, team effectiveness, support of others, etc.

For you to be successful over the long-term as an E.L., you need to be able to make things happen in partnership and collaboration with others. You need the support of others. No one ever accomplished anything great on their own. Alone we are limited, but together we are unlimited in terms of what we can achieve.

In our work with leaders we use a model of 15 ‘EQ’ Competencies that has arisen out of decades of empirical research (copyright MHS Inc., Toronto, Canada) on what determines whether people will reach their goals or not. These are 15 skills, which are critical to success in work and in life. You may want to try the following ‘unscientific’ self-assessment now and at some point in the future, you might like to try the scientific self-assessment (Emotional Quotient Inventory – EQ-I 2.0) or the multi-rater ‘360’ degree assessment (EQ360).

No one ever  accomplished anything great on their own. Alone we are limited, but together we are unlimited in terms of what we can achieve.

An Estimation of Your EQ

On the next page place an “X” on the line from Low and Not-so-Healthy to Over-the-top.

Self-Regard – be yourself, no one is better qualified! Focus on what you *can* do, what you're good at, acknowledge and appreciate your achievements

Low and Not-so-Healthy	Healthy	Over-the-top
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Self-Actualization – look for more ways to be involved in what has meaning and a sense of purpose for you, what aligns with your values

Low and Not-so-Healthy	Healthy	Over-the-top
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Emotional Self-Awareness –practice focusing on what's going on inside you, try journal writing, at your next meeting start with “check in on a scale of 1-10” around the room

Low and Not-so-Healthy	Healthy	Over-the-top
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Emotional Expression – practice with someone you trust, let others know about your internal process, learn about vulnerability and how it deepens relationships with people

Low and Not-so-Healthy	Healthy	Over-the-top
------------------------	---------	--------------

Assertiveness – what or who do you need to say “no” to? What do you need to speak up about? Who do you need to confront? What is the cost to you of staying silent?

Low and Not-so-Healthy	Healthy	Over-the-top
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Independence – spend more time on your own, try things you don't usually do alone, enjoy your time alone, you're not saying you don't need/want others in your life, in fact, you'll have more to give to others when you increase your independence.

Low and Not-so-Healthy	Healthy	Over-the-top
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Interpersonal Relationships – think about all your relationships. Are they of high quality or low quality? Which ones need improving and how will you take steps to improve them. Sometimes it's just about making time for others and really listening to them and share what's going on 'beneath your surface' with them.

Low and Not-so-Healthy	Healthy	Over-the-top
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Empathy – how are others are feeling? How will you know? Empathy is powerful to improve communication and relationships. How can you make sure others have been heard by you? You don't get to decide if you've done a good job of empathy – others do.

Low and Not-so-Healthy	Healthy	Over-the-top
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Social Responsibility – where can others benefit from what you have to give? How can you combine social responsibility with developing your own leadership or developing your own team effectiveness?

Low and Not-so-Healthy	Healthy	Over-the-top
------------------------	---------	--------------

Problem Solving – know how you typically solve problems – is there a better way? Practice adding elements of this ‘better way’ on your next problem. Watch out for procrastination, overwhelm, and isolation - the most common problem solving problems

Low and Not-so-Healthy	Healthy	Over-the-top
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Reality Testing – what is the actual evidence and what are you making up and/or assuming? Be sure to check out your perceptions with someone you trust.

Low and Not-so-Healthy	Healthy	Over-the-top
------------------------	---------	--------------

Impulse Control – STOP, THINK, then when you’re ready ACT, be patient and mindful

Low and Not-so-Healthy	Healthy	Over-the-top
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Flexibility – does it really matter ‘how’ something gets done as long as you get the results you need? Be open to alternatives.

Low and Not-so-Healthy	Healthy	Over-the-top
------------------------	---------	--------------

Stress Tolerance – you can tolerate a lot of stress when you accept what you cannot change, what’s in your control and what’s not?

Low and Not-so-Healthy	Healthy	Over-the-top
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Optimism – see what’s right with every situation, even though it may be difficult, how you see things is a choice, there is such a thing as a self-fulfilling prophecy.

Low and Not-so-Healthy	Healthy	Over-the-top
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How to tell if you’re a Bull-in-the-China-Shop Leader

You could be a Bull-in-the-China-Shop Leader if you rated yourself higher on Self-Regard, Self-Actualization, Assertiveness, Independence, Problem Solving, Stress Tolerance, and Optimism and lower on Emotional Self-Awareness, Emotional Expression, Interpersonal Relationship, Empathy, Social Responsibility, Reality Testing, Impulse Control, and Flexibility.

If you are a Bull-in-the-China-Shop Leader, then you have to ask yourself the question: “Can I continue to achieve at a high-level and break less glass?”



You could be a Bull-in-the-China-Shop Leader if you rated yourself higher on Self-Regard, Self-Actualization, Assertiveness, Independence, Problem Solving, Stress Tolerance, and Optimism and lower on Emotional Self-Awareness, Emotional Expression, Interpersonal Relationship, Empathy, Social Responsibility, Reality Testing, Impulse Control, and Flexibility.

If you are a Bull-in-the-China-Shop Leader, then you have to ask yourself the question: ***“Can I continue to achieve at a high-level and break less glass?”***

General Interpretation of Your Self-Assessment

- If “Low” how does this affect you? Can you improve on this on your own or do you need help? If you need help, do you know how to get it?
- If “Healthy” how might it benefit you to improve in this area and how would you improve?
- If “Over-the-top”, you may need help to tone it down or look to another competency to balance it out.

If you do not know how to get help, or have questions or comments about any of the above, contact The Emotional Intelligence Training Company Inc. at info@eittrainingcompany.com

Strategic Planning – The Path To Sustainable Reinvention

By David A. Seregow, EdD

Strategy is one of the most commonly-used business terms yet most organizations spend little time on strategic planning while even fewer have a well-developed and executed strategic plan.

Strategic planning is the process used to define, execute, and manage strategic reinvention across the enterprise. *To remain competitive, you will need to lead strategic reinvention – are you ready?*

The strategic planning process is divided into four phases: Prepare, Reinvent, Execute, and Transform. Each phase is introduced below.

Phase 1 – Prepare

The **Prepare** phase assesses and readies the organization for the other three phases **Reinvent**, **Execute**, and **Transform**. This phase includes:

Internal and external analyses. Is the organization functioning well, achieving current strategic goals, beating the competition? If not, why not? Possibly all is well but you would like to jump further ahead of the competition, move in new directions, or energize your talent.

Creating a sense of urgency. How badly does your organization need to reinvent itself (even though the details of the reinvention aren't known?) What happens if it doesn't? What are the positive and negative consequences in very candid, vivid, concrete terms?

A strategy-focused organization is an essential enabler of sustainable reinvention.

Developing reinvention champions. Who are the organization's key stakeholders and how does the need (positive and or negative) for reinvention impact each of them? It's critical that key stakeholders thoroughly understand the issues, buy into, and become champions of the need for reinvention before you move to the next strategic planning phase. Fully leverage any change management and communication services available to you. These stakeholders become your reinvention leadership team.



Phase 2 – Reinvent

The Reinvent phase defines the details of how the organization must reinvent itself based on the results of phase one, Prepare. This phase includes:

Updating your vision, strategic goals, measures. What does your reinvented organization look like in 3-5 years? At a high-level view, identify one to three key issues that, if successfully addressed, will ensure your organization resolves successfully addresses its need for reinvention. These key issues could include increased revenue, increased market share, branding, customer service leadership, etc. For each issue, determine strategic goals and measures for success.

Developing your strategy. How are you going to close the gap between your current situation and your updated vision, achieving the new strategic goals and measures? For each key issue, you may focus on products and services but the new strategy can also be based on an updated business model, better use of analytics, customer co-creation, organizational restructuring, more effective use of social media or any new capability that improves business processes and functionality. This is the time to innovate and clearly differentiate your organization from the competition.

Obtaining stakeholder consensus. Your organization's stakeholders are the life-blood of your reinvention. You must include stakeholders in all aspects of the planning process. Their buy-in is essential at each planning phase before continuing on to the next phase.

Strategic planning is a year-round activity.

Strategy can be defined as: "An integrated set of choices that position a firm, in an industry, to earn superior returns over time." (Jan Rivkin, Harvard Business School)

The four phases of strategic reinvention are: Prepare, Reinvent, Execute, and Transform

70% of organizations that use a formal process to manage strategy outperform their peers by (The Palladium Group):

- Increasing Share Price
- Growing Revenue
- Gaining Customer Loyalty
- Strengthening Employee Commitment
- Creating Brand Value
- Optimizing Resource Allocation
- Reducing Cycle Times
- Managing Risk

Only 10 percent of reinvention strategies successfully achieve strategic goals. Yet, 70 percent of the time when strategies fail it's poor execution and not the strategy that's the cause.

Strategic reinvention is everyone's responsibility. All your talent must clearly understand:

- Your reinvention strategy and why it's essential to your organization's success, even its survival.
- How the work they perform measurably contributes to the achievement of strategic goals.

Strategy Is Important But Execution Is The Basis Of Transformation

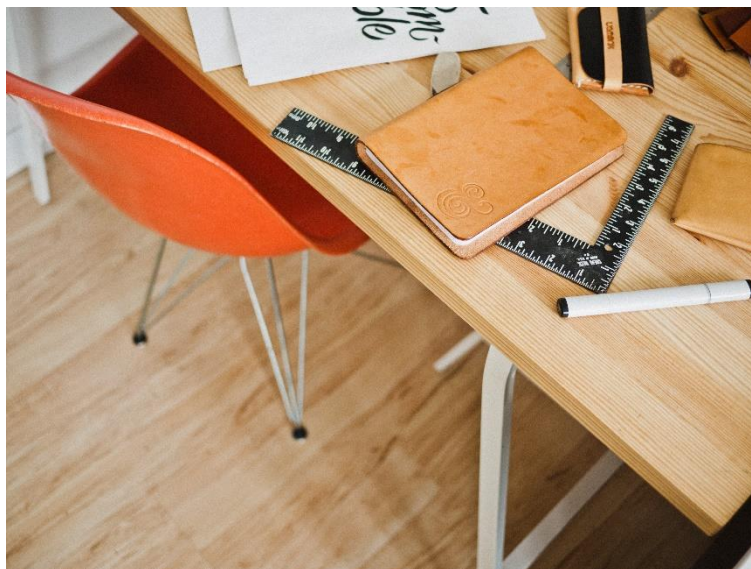
Organizations that devote the time and resource to create a well-developed strategy, which is important, often find that the strategy fails to achieve the desired transformation. When strategic reinvention planning goals are not achieved, or are under-achieved. in most cases it's poor execution, and not the strategy, that's the problem.



Phase 3 – Execution

The Execution phase cascades the reinvention, defined in the previous phase, across the enterprise and is the basis of successful transformation. This phase includes:

Confirming business reinvention drivers. Each of the one to three key issues, identified during the previous phase (e.g., increased revenue, increased market share, Branding, etc.) and the innovations you selected to achieve each (e.g., services, products, new business model, customer co-creation, use of analytics, etc.) are how you have decided to drive business reinvention. Confirm each business driver and it's goals and measures. These drivers must be cascaded across the enterprise to achieve the desired reinvention.



Identifying business driver owners. Select a key stakeholder from your reinvention leadership team to lead each business driver. These individuals, and the teams they develop, are responsible for managing execution of the business driver and achieving related goals and measures.

Determining impact of each business driver.

Identify the functions, programs, and initiatives impacted by the business driver's selected innovation (e.g., service, product, updated business model, use of analytics, etc.)

Working with each impacted part of the enterprise to implement reinvention. Each business driver team works with existing operations personal, processes, and budget (creating a separate reinvention budget is the ideal) to implement it's part of the strategic reinvention strategy.

Expanding change management and communication. Continue working closely with your reinvention leadership team. At this point in the process, be sure to also include the expanding number of personnel who are becoming engaged with reinvention execution.

Be sure they are fully aware of the reinvention strategy, how it impacts them, and how they contribute to its success. Their buy-in and commitment is essential before continuing on to the next phase.

Each Re invention Is A Learning Opportunity

There is no perfect process, and that is certainly true of strategic planning and reinvention. Consider each strategic reinvention as a time to learn. Look for ways to innovate the process, enhancing your organization's competitive competencies each time.



Phase 4 – Transformation

Reinvention isn't achieved overnight – it happens over time with diligent, tenacious, and relentless oversight, management, encouragement, support, and rewards. The goals and measures you established for each reinvention business driver are used to gauge your progress and success. Reinvention isn't complete until the goals you established are achieved and the “new way of doing business” is normalized across the enterprise. This phase includes:

Holding monthly business driver review meetings. Monthly reinvention business driver review meetings are conducted separately from operations review meetings and focus only on the strategic reinvention. Business driver owners report out status of their business driver against established goals and metrics. The entire reinvention leadership team gives input into issues and challenges. Success depends on a candid, “safe” environment where all input and ideas are not only welcomed but encouraged and expected.

Conducting an in-depth reinvention assessment every six months. These biannual meetings allow for refining the strategic reinvention plan based on the results of the previous monthly meetings.

Extending change management and communication to the entire organization. Ensure everyone in the organization clearly understand the reinvention strategy, how it impacts them, how they contribute to its success, and are given opportunity for two-way communication and feedback.

Resourcefulness

Rewiring your brain

Disruptive business environments bring plenty of opportunities for those who widen their peripheral vision and discover more of what is often in plain sight.

Entrepreneurial leaders must become more “scrappy” when it comes to doing business in this new reality—from funding disruptive ideas with the potential to move an entire company forward to possessing the ability to tinker and think imaginatively *on their feet* in overcoming difficulties and challenges along the way.

The great thing about resourcefulness is that it’s a sharable skill that builds off of the ideas of others. Bringing your own life experience and insight to the equation you become “full of resources”.

Parents and educators [teaching resourcefulness](#)—part life skill, part business survival skill—are wisely preparing their children and students for a world that requires resourcefulness, agility, and adaptive behavior, whether they choose to work for an employer, run a microbusiness, or decide to build their own company.

Seize any opportunity, or anything that looks like an opportunity.



Nassim Nicholas Taleb
The Black Swan

Expanding Your Vision

What does the phrase “seeing around corners” *really* mean and what does it have to do with resourcefulness? You could probably ask five people and get five different answers.

Resourcefulness strengthens your abilities for seeing opportunities *before* the mainstream does. In other words, you’re noticing opportunities off the radar screens of most people. Those with an entrepreneurial mindset go one step further by *seizing* early opportunities—they realize that so much of life’s luck is in the timing.

The Funding Role of Entrepreneurial Leaders

A key benefit of expanding your resourcefulness means that you *increase* the number of opportunities in the hopper.

Entrepreneurial leaders source, vet, and locate funding for *disruptive ideas* with solid innovation potential. Your responsibility is to ensure that great ideas don't get squashed because of a colleague's jealousy, sidelined due to toxic organizational politics, usurped by existing projects, or financially starved by products already funded or in the funding pipeline, but with less long-term potential.

And don't forget about the gems in the rough—the creative gems that still reside in someone's head, which need to be drawn out by thoughtful leaders with the right people skills and business savvy.

Shoestring Budgets

Something businesses of all sizes share in common is money. Making it, keeping it, growing it, and (hopefully) giving back to their communities.

No matter the size of a company and its number of employees, no matter whether the business is flush with funds today or still ramping up, Entrepreneurial Leaders prepare the workforce for disruption—funds that may dry up tomorrow, projects at risk of losing their funding due to belt tightening, or at the worst case, downsizing of the organization.

A decade ago scrappy behavior would have been one of those nice-to-have-skills, but today it's a survival skill for those who lead teams, manage projects, and collaborate in driving innovation throughout an organization. *How* you apply this survival skill determines whether you *thrive* within disruptive environments.

5 WAYS TO RETRAIN YOUR BRAIN

Our brain loves exercise! It gets stronger as we invest in changing how we think.



Develop A Startup Mindset

You don't have to be an entrepreneur in order to think and act like one.



Critical Thinking

A disciplined process of actively and skillfully conceptualizing, applying, analyzing, synthesizing, and/or evaluating information.



Digital Mindset

Digital literacy is not just about social media. It includes the ability to use and leverage software and data in new ways.



Divergent Thinking

Process of creating multiple, unique ideas or solutions related to a problem that you're trying to solve.



Computational Thinking

A collection of diverse skills like creativity, the ability to explain information, and team work, specific problem solving skills such as the ability to think logically, algorithmically and recursively.

SETH GODIN ON BOOTSTRAPPING

Some [tips](#) offered in Seth Godin's 2004 manifesto based on his *Bootstrapper's Bible*.

- You have to go where the other guys can't. Take advantage of what you have so that you can beat the competition with what they don't.
- Whenever a market or technology changes, there's a huge opportunity for new businesses.
- In the ocean, the first animals to die are the big fish. That's because they need to eat a lot to be happy.
- Find a niche, not a nation.
- Big companies will almost always try to reduce invention risk by assigning a bureaucracy.
- Don't give up. Surviving is succeeding. Success is persistence. Set realistic expectations.
- You can't win if you're not in the game.

Funding Tips

Raising funds for your initiative, program, or project in today's budget-squeezed business environment is tough enough, but keeping them funded throughout their lifecycle is even tougher.

As Seth Godin says, "Build a well before you're thirsty."

When developing your Plan B, consider these four tips for keeping the wheels on the bus operating until you reach your destination:

Line up funding champions. Create a short list of who you believe has your "budget back" when the going gets tough. Even better is if they manage their *own* budget or have influence with someone who does.

Influential budget owners. These folks *do* have money to spend. Look beyond your immediate functional group across the organization. Seek out fearless budget owners who have lent their support to different "project causes" in the past.

Find the money path. Every organization has its own funding path. Build good relationships with your procurement or purchasing rep and at least one finance analyst who can help you navigate the nuance of how early product and project ideas get funded, but more importantly how programs get funded outside the "normal process".

Think scrappy. Funding champions leave. Business directions change. Budgets dry up. How will you tap the unique strengths of team members if you need to D.I.Y.



Preparing for Crowdfunding

By Cheryl Downing

Entrepreneurs have more options than ever for raising capital. Crowdfunding is one of the newest options.

Currently, non-equity crowdfunding offers the most flexibility. (Equity crowdfunding is more complicated and has more constraints.) However, non-equity crowdfunding typically requires a significant amount of effort to be successful.

Before beginning your crowdfunding, you'll want to ensure that three elements are in place: Community, Promotion Plan, and Business Plan for your product launch.

1. Your Community (Or Your "Crowd")

Your connections ideally should be willing to donate to your crowdfunding campaign because they are interested in you, your product and/or your industry. If you do not have this community pre-built via an email list and/or social media, then you need to allow time to build this community.

I suggest no less than a month, but preferably several months before your crowdfunding campaign begins. As a guideline, assume each donor will contribute \$25. This can then be divided into your fundraising goal to provide a ballpark idea of the number of connections needed.

Obviously, some people will give more and some less. (Note: If you have wealthier connections or a "cool" product, it is possible to get by with a smaller initial set of connections.)

2. Promotion Plan

Promotion is the secret to crowdfunding. Promote before, during and, if successful, after your campaign. For product developers, you are not only promoting your crowdfunding campaign, but also building a prospective customer database for current and future products. It is partly for that reason that I suggest running your own campaign, as opposed to hiring a marketing firm. It is also more cost-effective and helps you gain more insight into your prospective target market.

3. Business planning for your product launch and/or your new business

If you are successful with your crowdfunding, you want to be ready to hit the ground running once your campaign concludes. For example, for product developers, this means you want to have plans in place for manufacturing and fulfillment, so that you are able to meet the delivery dates for your product "thank you" gifts (also known as rewards or perks).

Remember that crowdfunding is *not* the end goal. It is only part of the process of completing your project and/or building a new business.

Lumio Lamp's Crowdfunding Success

A great example of a successful non-equity crowdfunding campaign was run by Max Gunawan for his Lumio portable lamp (www.hellolumio.com), a multi-functional lamp that folds out from a book into an accordion-like design.

Max was originally planning to start his campaign around the end of the year. However, he pushed back his campaign start date by several months, allowing him more time to build his community of prospective backers.

One of the ways he connected was by asking people to review early drafts of his Kickstarter campaign and provide feedback. (Max had some friends, who were videographers, create his campaign video.) He also reached out to members of the press early on.

Max's fundraising goal was \$60,000. He managed to reach his original goal in a day and a half—an infrequent crowdfunding occurrence.

He went on to raise over \$578,000 (963%), partly because of the uniqueness of his product, in addition to the amount of preparation he did. To see Max's full campaign, go to Kickstarter and search for Lumio.

Pivot Readiness

When used in relation to [entrepreneurship](#), a pivot generally refers to a shift in strategy for startups. However, pivots are also something that savvy Entrepreneurial Leaders need to know how to do—successfully.

Eric Ries, the creator of the 'Lean Startup' methodology, reminds us that pivots imply keeping one foot firmly in place as you shift the other in a new direction. In this way, new ventures process what they have already learned from past success and failure and apply these insights in new areas.

Bring your resourcefulness up a notch by adding pivot-readiness. Think the three A's: adroitness, agility, and acuity.

“Don’t get caught traveling as you jump from idea to idea without absorbing lessons learned along the way.”

Eric Ries



Disruptive Dynamics

Moving beyond analog thinking

Keeping attune with industry shifts and changes in the marketplace, you widen your peripheral vision and position yourself for funneling new ideas within your organization. Entrepreneurial leadership is as much about *navigating* disruption as it is about *introducing* and *leading* disruptive innovations that move people and business forward.

Four Disruptive Forces at Play

Let's take a look at four disruptive forces that you'll want to (minimally) have on your radar screen.

1. Culture dynamics

One of the more interesting organizational disruptors in the past few years is [holacracy](#), a social technology for governance. Authority and decision-making are distributed throughout a *holarchy* of self-organizing teams rather than being vested at the top of a hierarchy like most companies are today.



[Zappos](#), the online retailer owned by Amazon, decided in 2014 to fully adopt holacracy, going so far as to offer severance pay for employees who felt that [holacracy wasn't for them](#).

Although your company may not be interested in eliminating its hierarchical structure any time soon, industry-wide disruptors do have a way of “seeping” into company cultures—and not only for startups.

What opportunities do you see for leveraging this dynamic where you are today?

2. Digital Nomads

Competing for the hearts and minds of workers—full engagement and peak performance—will increasingly include flexible work options, as knowledge workers view employment as a partnership.

By 2025 millennials—those born between 1980 and 2000—will represent a staggering 75% of the workforce. The preferred lifestyle and personal values of this mobile cohort, a generation that prefers working and living anywhere, has been coined digital nomads.

Over the next two decades, the global workforce will change dramatically and by 2020 the average number of companies hosting employees remotely will grow by 50 percent according to PwC.

Entrepreneurial leaders view this workforce disruption as an opportunity to develop, or scale up, their digital communication skills and tool use, while keeping abreast of emerging technologies that support remote-learning, collaboration and co-location leadership.

3. Assigned Relocations

Relocations require resources to manage even if a company outsources the entire move process. Loss in productivity before, during, and after a relocation—upstream and downstream impact to operations—can occur over a period of weeks and months.

The personal impact to professionals as they ramp up in a new location and to their families who must orient themselves in a new culture must also be accounted for.

Crown World Mobility identifies ten areas high on the radars of their customers in its *World Mobility Perspectives: 2015 Global Mobility Trends [report](#)*. Four key callouts from this report include:

- **Linking Diversity & Inclusion (D&I) to mobility strategies**
- **Unconscious bias that occurs for potential female assignees**
- **Consecutive assignments and global career paths**
- **Flexible tiered policies**

4. Successions and Reinventions

One of the myths associated with succession strategies is that they're *only* for executives. Robust succession strategies include the *entire* workforce.

Succession planning will increasingly become a focus for large-scale and small-to-medium enterprises as Boomers scale up their departure from the workplace. Not expected to retire the same way as previous generations have in the past, Boomers may continue to disrupt the workplace, returning as reinvented microbusiness owners and serving as advisors, trainers, and “wisdom keepers” for their former employers.

Digital Competence

Digital competence will impact every aspect of your role as an Entrepreneurial Leader.

Digital competence incorporates computational thinking, data and analytics, digital communication, critical thinking, and social networks.

In its 2013 [Digital Competence](#) Framework, the European Commission expanded its view of what it meant to be digital literate, which now includes possessing a range of digital skills, e.g., use of digital devices, the ability to engage in online communities and social networks, as well as having an understanding of the societal issues raised by digital technologies.


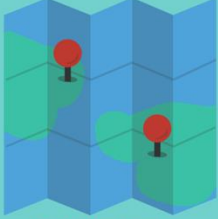


Computational Thinking (CT)

Computational thinking is an “off shoot” of computer science that teaches you new ways of thinking and problem solving—a critical skill in the 21st Century for any career, not only for the sciences.

Who coined the phrase and thought process of “Computational Thinking”? It was Jeannette Wing, Head of the Department of Computer Science at Carnegie Mellon University (CMU).

The story of how Microsoft was so taken by her arguments on this topic that the company gave Carnegie Mellon a grant of several million dollars to set up a new Center to study this aspect of Computer Science and the way it transforms other sciences has fueled the argument that Computational Thinking should be added to reading, writing and arithmetic as a core ability that every person should learn.

COMPUTATIONAL THINKING (CT)

-  CREATIVITY
-  ABILITY TO EXPLAIN INFO
-  ABILITY TO THINK LOGICALLY
-  UNDERSTANDING PEOPLE, HUMAN BEHAVIOR

Computational Thinking is an approach to solving problems in a way that can be communicated to a computing device, in hopes it can solve the problem for you over and over (instead of just one time) and do it much faster than humans can.

Resources
computationalthinkers.com
computationalthinkingcourse.withgoogle.com/
cs4fn.org/computationalthinking/

A Cautionary Case Study

Let's watch as a company's top performer, and one of its most entrepreneurial thinkers, shuts down. This employee, "Tom", was way out ahead of the CEO and most of the management team in terms of his pace, creativity, and willingness to make changes/take risks. Tom had come into the company as its first sales person and had to be a true 'pioneer' in the building of a sales infrastructure. He had been masterful at figuring out how to work with initially antagonistic but vital technical sales support employees, (a new and unwelcome element of their roles). Upon his arrival, there was also minimal marketing or social media in place with which to support sales. Tom listened to multiple and varied inputs and came up with a brilliant "wrapper" for the company's products and services. In spite of the company's limitations, Tom was able to triple revenue for the enterprise product and sold more units in a little over two years than had been sold in the preceding seven years.

What would shut down such a key employee and why would the CEO let it happen? That is the cautionary tale.

It started with a fundamental and contagious disrespect for people who make their living by selling, even when selling the company's products and services. There was suspicion that company information would be 'stolen' and 'lies' would be told to make sales. This alone would have led to long term sub-optimization of the employee-management relations...but there was more.

Tom's style of communicating was different than that of others already at the company. For this reason he was often given the 'eye roll' treatment when expressing his ideas with great passion. Closely linked to aversion to Tom's passionate style, his forward thinking ideas were most often dismissed before they were even heard or considered.

Adding to the strain of disrespect, suspicion, and the unwillingness to listen to his entrepreneurial ideas—was indirect communication about what was going well and what was not going well. When praise for a sale was given, the taint of unspoken issues, made it seem disingenuous. Conversely when re-directive communications were offered, they sounded snarky and hard edged.

Over time, the compromised elements of the 'leadership platform' had an extremely corrosive effect on relations between this key performer and the CEO. Worse still was the impact organizationally as people watched this relationship unravel. Many followed suit and treated Tom thoughtlessly, while others began to commiserate about his plight and their own. Ultimately Tom was excluded from all key management and strategy meetings and his ideas were all but scorned.

The final blow came when the CEO decided that in spite of Tom's 'rainmaker' level of sales success, that his commission plan percentages should be sharply reduced...a victim of his own success because his annual income had exceeded what the CEO could justify for a sales leader. When Tom confronted the CEO with his potential resignation and a differing perspective on commission based compensation, it fell on deaf ears. There was no going back or taking the deeply rooted stake out of the ground. Like watching an accident in slow motion, watching this collision unfold had all the predictable qualities of extinguishing passion, creativity, and ultimately performance.

Making Transitions Work for You

At any given time we're in different stages of transition—sometimes in parallel with one another—even when we believe we're static or in “pause mode”. Entrepreneurial leaders who can leverage the ebb and flow of transitional energy will find it easier to help others navigate change.

Transitioning *In*

It's obvious when we're transitioning in—it could be starting a new job or launching a new business—and, in fact, we tend to associate transitioning *in* as a time when we're beginning something *new*. You might be joining a new project team or acclimating yourself to a new manager. Transitioning *in* can also be subtle, a time when you're tuning in to the undercurrents of change within your environment—a time when you're in discovery mode.

Transitioning *Within*

Examples of overlapping transitional situations might include someone's involvement in a project that ends and now has them returning to their “day job” (transitioning *within*). Should they join a new project they'll find themselves transitioning *in* once again. A change to your role or job responsibilities within the same business unit or department is another example of transitioning *within*. Company organizational realignments often represent multiple transitions, a primary reason why re-orgs—and their disruptive after effects—can last much longer following the actual event.

Transitioning *Out*

People transition out when they leave a situation or environment, e.g., ending one project and entering a new one with different team players or leaving an employer or place of business.

Sabbaticals are a good example of temporary transitions. Although not as common a perk, last count by the [Society for Human Resource Management](#) indicates that only 15% of the 500 organizations that they surveyed offer sabbaticals, according to a CNN Money [article](#) the paid sabbatical is offered by a large majority of employers on Fortune's best-companies-to-work-for list.

Although most people would associate a **gap year** with that of a youthful or college-age [experience](#), we could begin seeing a resurgence of this benefit type as companies look for creative ways to attract, engage, and retain their best employees.

We might also expect to see “benefit mashups” where companies implement one type of program, let's say, paid sabbaticals, and then layer another benefit on top of it. Employers could add an [incubator](#)-like option for employees who want to use this time to tap their entrepreneurial spirit. Company-sponsored support could serve as a pipeline for employees who upon their return would transition *in* as a startup fully funded by their employer.

Mindful Change

The intersection of creativity, resilience, and innovation

As an Entrepreneurial Leader you know that one size does not fit all people, so you don't attempt to squeeze everyone into skinny jeans.

You also intuitively know that many people make a connection between change and fear—too much change is painful for them. Disruptive innovation is a tightrope walk for these individuals, and since your desire is to help professionals successfully navigate their way back-and-forth across the tightrope without mishap, it matters to you how you can do so—mindfully. Begin by exploring your personal preferences for change and honestly assess any bias you might have for leading people who approach change *differently* than you do.

The Art of the Ending

How well do you handle the end of something—the end of a job or a career, the wrap up of a project, moving out of an apartment or house, or the end of a relationship? Since endings always present opportunities for new beginnings, if you want to help someone get over the fear of starting something new—help them visualize a successful ending.

Professional trainers often use this as a tactic for reducing fear of the unknown by helping someone visualize their own ending—maybe it's successfully operating a piece of machinery, using a complex software program, or presenting to a large audience.

The greatest danger in times of turbulence is not the turbulence – it is to act with yesterday's logic.
- Peter Drucker -



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FOUR PRIMARY AREAS OF BUSINESS CHANGE



Let's review how Zappos handled company-wide change in its adoption of Holacracy. The company gave their employees a window of time to think about whether they wanted to remain with the company, embrace this new philosophy and way of doing business, or leave the company with severance based on the length of time they were with the company. Zappos didn't see a need to create toxic endings for their employee base.

This approach benefitted the employees, the company, and new hires. Zappos realized that it would be much easier to implement this cultural change with those who already had the end in mind than it would be to spend cycles attempting to convince someone that this was the right way to go.

Company-wide programs such as rotation, relocation, and sabbaticals can help people learn the art of the exit—and new beginnings. People become less fearful when they learn how to manage the lifecycle of change. Even strategic re-orgs, when designed thoughtfully, can provide teachable moments for the workforce.

Preparing people for endings not only teaches them how to do endings better, but they learn how to embrace new beginnings—faster.

“ *The rate of change is not going to slow down anytime soon. If anything, competition in most industries will probably speed up even more in the next few decades.* ”
- John P. Kotter -

Pure Management is not a Technique

By Rebecca Owens

As I observe the training and development of upcoming managers and leaders, a variety of techniques is always a part of the process. These techniques vary by company and the corporate culture in which they exist. Leadership, when done at its best, is a perspective and a framework that serve as the platform, and which may be *aided* by techniques—but must be authentically *present* to truly lead. The elements of this platform are essential in all meaningful relationships, which all too often are put aside in work situations.

The authentic leadership platform requires the following elements:

- Deep respect for each individual
- Sincere desire to assess and bring out the best in the people
- Ability to hear and genuinely consider the ideas of others
- Thoughtful direct communication, so people can hear and receive acknowledgement and redirection
- Humility such that leaders can own poor behavior or wrong decisions with openness in order to make corrections for the good of the organization



When people sense true respect, sincere interest in their success, listening for ideas and feedback that is thoughtful and well delivered, they bring their best to the work environment and demonstrate employee engagement second-to-none.

The diversity of ideas and innovation grows in work environments where divergent thought is encouraged, heard, and rewarded but is catapulted in work environments where people sense genuine enthusiasm for ideas and care for individuals.

The ability to plan, direct workload, and evaluate performance are teachable, but are made most effective in their delivery from an underlying platform of leadership with heart.

7 COMMUNICATION TIPS FOR EFFECTIVE CAMPAIGNS

2. MAKE IT FREQUENT

Distribute comms in tighter timeframes instead of long messages less often.

4. MAKE IT SOCIAL

Adding a social component to your Comms Campaign increases chances of social networks serving as connecting points for your message.

6. MAKE IT LOCAL

Develop messages for a multi-cultural audience who will likely want to consume information in different ways.

1. KEEP IT SIMPLE

Chunk content into bite-sized pieces unless you're developing content for scientists.

3. COMPELLING, MEASURABLE CTA'S

What do you want your audience to do? Why is your ASK important? What will the impact be to them? How will you measure your campaign's effectiveness?

5. MAKE IT MOBILE

Your audience may be accessing your comms on their mobile phones and tablets. Take this into account from a readability and interactive perspective.

7. BRAND IT

Brand your campaign so that it becomes easier for brand ambassadors to share your story with their network.

Change management and communication are critical enablers of strategic reinvention. Key activities include, but are not limited to:

- Identifying key stakeholders
- Establishing urgency
- Conducting a stakeholder impact analysis
- Developing a communications plan based on stakeholder groups and their needs and interests
- Ensuring stakeholder buy-in and commitment at each phase
- Ensuring all individuals impacted by the reinvention have the information, training, resources, tools, etc. to implement the reinvention

Becoming More Transparent

Transparency builds trust. Wouldn't it be refreshing if more companies got real when discussing disruption and the company culture, organizational dynamics, leading and managing disruption, and *how* these translate into day-to-day efforts in pursuit of innovation? Hiring and onboarding could be streamlined just by being transparent with candidates.

The problem with unspoken rules is that they get in the way of people doing their jobs. Think about it. Do people really wake up in the morning and plan how they're going to fail or mess up at work? When professionals spend too much time figuring out unspoken rules, the less time they have for actually *performing* the creative work that businesses need in order to compete and elevate their products in the marketplace.

Below and on the next page are suggested ideas for leaders looking for opportunities to become more transparent—and trustworthy. It's not about being perfect, just being real.

The Playing Field

- The foundation of the Company's culture is *generally* a) entrepreneurial with few rules b) entrepreneurial with established boundaries c) skeptical of entrepreneurial behavior, but willing to support if data driven d) change averse (it takes us longer to implement change).
- These are the legal rules and constraints that the Company's founders, executives, and legal counsel agree are in the best interests of the Company.
- These are the consequences if you elect to break these legal rules and constraints.

Decision-Making

- This is how we formally make decisions at the Company in leading and managing disruptive innovation.

Navigating Change

- This is how we support our workforce in navigating disruptive change.
- We consider change to be both organic and informal, as well as formal with guiding principles. These are practical examples within the last two years when teams have successfully walked these tightropes in pursuit of innovative outcomes.
- The Company's success attests to our workforce's ability for managing ambiguity. This is how we define ambiguity and these are examples of disruptive ambiguity.
- Companies with a separate Change organization:* This is how our Change group operates and how leaders, managers, and front line personnel engage with this organization.

Becoming More Transparent (2)

Success and Failed Attempts

- This is how we measure success.
- This is the Company's philosophy about failure.
- This is what "successful failing" looks like for the Company.
- This is how we assess failed attempts. Here are examples of teams and individuals rising above a failed attempt, learning from them, and eventually succeeding.
- This is how the Company determines responsibility and accountability for its workforce.
- This is how the Company defines personal risktaking. These are examples of what successful risktaking looks like for us—when existing policies, procedures and processes *were* followed, and successful risktaking that *re-defined* the playing field for the Company, while still abiding by the legal rules and constraints.

Organizational Dynamics

- This is how we support our managers and leaders in becoming more authentic leaders.
- This is how the Company defines toxic behavior. These are examples of what we consider unhealthy organizational dynamics.
- These are the triggers we look for in determining whether to remove a potentially toxic manager from their environment.
- This is the process we use in assessing and determining if someone's management style is not in alignment with the Company's culture.

Implementation

- How things *really* get done at the Company. Formal, e.g., policies, procedures, and processes. These are examples of *informal* actions and behaviors at the Company that we consider part of our cultural heritage.

Disruptive Re-organizations, Transitions, and Attrition

- The Company has had X number of layoffs in X number of years with X number of people directly impacted, i.e., involuntarily terminated.
- We typically experience re-orgs once every _____ (quarter, six months, year, eighteen months).

What other items would you include?



Responsible Innovation

Raising the accountability bar

“No human economic activity is yet sustainable,” writes Yvon Chouinard founder of Patagonia and Vincent Stanley, co-editor of the company’s [Footprint Chronicles](#) in their book *The Responsible Company*. In fact, the authors intentionally use the word *sustainability* as little as possible in the book.

“It’s a legitimate term that calls us not to take more from nature than we can give back. But we do take back more than we give, we harm nature more than we help it. We have no business applying the word sustainable to business activity until we learn to house, feed, clothe and enjoy ourselves—and fuel the effort—without interfering with nature’s capacity to regenerate itself and support a rich variety of life.”

An outdoor clothing and gear company and [certified B Corporation](#) located in Southern California, Patagonia decided twenty years ago to include “cause no unnecessary harm,” to its mission statement.



Make something or offer a service someone can use, for which satisfaction endures.

Second, your company should romance, but not bullshit, the people whose businesses it solicits.

*The Responsible Company
(Element #3)*

Patagonia's Five Elements of The Responsible Company

1. Responsibility to the Health of the Business

A business cannot honor its social and environmental responsibilities unless it meets its first responsibility: to stay financially healthy.

2. Responsibility to the Workers

A company should do what it can to reward and care for the people who make its products and provide its services. All companies seeking to boost productivity need the loyalty, dedication, and creativity of their employees. The company's responsibility then extends to everyone in the supply chain who helps make or sell its products.

3. Responsibility to Your Customers

Make something or offer a service someone can use, for which satisfaction endures. Second, your company should romance, but not bullshit, the people whose businesses it solicits.

4. Responsibility to the Community

Every company has a responsibility to its community, which includes the neighborhoods and cities in which we operate, its varied communities of interest, and the virtual community of blogs and social media.

5. Responsibility to Nature

The business world needs to see the economic and environmental equivalent of the astronomic truth that the earth rotates around a sun, and that the universe does not radiate out in a flat plane from the earth. That truth is this: Our company [Patagonia] depends on nature, not the other way around, and companies will destroy the economy if they destroy nature.

You can download Patagonia's *The Responsible Company* [checklists](#)

The Responsible Entrepreneurial Leader

"Sustainability is a worldview and not a single person's role, whether that role is finance or managing the supply chain. The question becomes how we evolve these individual functions in order to move to a sustainable world."

Kathrin R. Winkler

VP of Corporate Sustainability,
EMC Corporation

[quoted from *Innovation in a Reinvented World – Essential Element #4: Responsible Risktaking*]

Entrepreneurial leaders view accountability as both a personal value as well as a leadership quality. You're involved in moving the needle for change—business, social, and individually—wherever you feel that your skills, abilities, and passion can make a difference.

As an Entrepreneurial Leader you make a point of keeping yourself aware of how Responsible Innovation could translate in business—strategically, environmentally, and operationally. Perhaps, the company has a separate sustainability business unit. What are the Corporate Social Responsibility policies? Large-scale corporations often have a philanthropic branch.

Are you willing to use your position, influence, and role to lead change within the company? Perhaps, you introduce "[bottom-up tinkering](#)" as a means of changing the company's culture.

Evolution or Revolution?

As consumers continue on the path of becoming more informed buyers and businesses good corporate citizens, we've made great strides in the last decade (there are those who would say not fast enough), in providing accessible data for consumers looking to make informed buying decisions, and companies looking to align their businesses with industry-specific indices and consumer careabouts.

Here in the U.S. there are various certification and measurement indices for sustainability. The Sustainable Development Indicators (SDIs), used to monitor the EU Sustainable Development Strategy, are [published by Eurostat](#) every two years.

Sustainability Resource Links (Very short list)

[Creating Shared Value](#) (CSV)

[Certified B Corporation](#)

[LEEDS Certification](#)

[Fair Labor Association](#) (FLA)

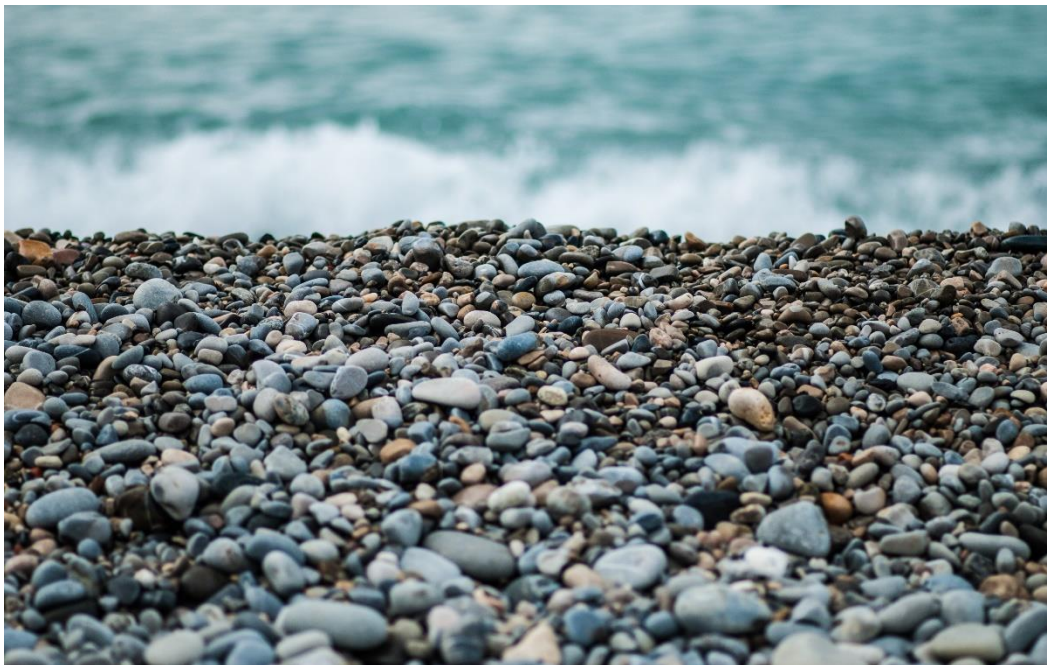
[Outdoor Industry Association](#) (OIA)

[Patagonia's Eco Working Group](#)

[Sustainable Apparel Coalition](#)

[Electronics Takeback Coalition](#)

[Resilience.org](#)



Entrepreneurial Leadership by Design

Winning hearts and minds with an entrepreneurial mindset

Entrepreneurial leadership is a mindset, one that uses your whole brain to evolve an ecosystem. Along the way, you re-design your communication pipeline to include “information feeds” from your relationship streams—stakeholders, customers, strategic partners, suppliers, vendors and contractors because you recognize the power of opportunity—internal and external.

As an Entrepreneurial Leader you can appreciate the *nuance of change* in your surroundings and within people. You understand that someone’s creative potential can be obvious or, at times, more subtle. Your skillful ability to leverage even the smallest of opportunities move situations forward and guide others along a path of new thinking.



You also make a conscious decision to embrace mindful change when leading and navigating disruptor situations—it becomes less about egos and more about leading innovative outcomes more holistically.

A Place at the Table

Entrepreneurial leadership offers opportunities to anyone with a thirst for leading change, in whatever means is available to you—opportunities to reinvent your current role and its responsibilities while influencing and changing how business is done.

Far too often, the hiring of entrepreneurial thinkers and doers feels risky to staffing and HR practitioners given that these “types” are not always aligned with a company’s established culture. But today’s disruptive business environments do require leaders and managers with the courage and influence to expand their organization’s definition of diversity while redefining hiring practices that go beyond that of [fitting in](#).

Reinventing Your Role & Responsibilities

This handbook is for anyone who wants to bring more of an entrepreneurial mindset to how they lead, manage, and train individuals. Doing so, of course, may not reflect a change to an employer-assigned title, but since *you* control how you play out your assigned role and responsibilities, there's no reason why you can't reinvent yourself from where you are today.

You can start by exploring these five questions:

1. How do you plan on using Entrepreneurial Leadership to serve others?
2. How could Entrepreneurial Leadership serve you in your career journey?
3. How will you invest in your ongoing career development?
4. What foundational skill gaps do you need to close—what is your timeline for closing them?
5. How will you find the right mentors and advisors to support you in your reinvention journey?



“*Seek opportunities to show you care. The smallest gestures often make the biggest difference.*”
- John Wooden -

Creativity and Divergent Thinking

Divergent thinking—similar to brainstorming—is the process of creating multiple, unique ideas or solutions related to a single problem that you’re trying to solve. Tests used in [measuring creativity](#), such as **Alternative Uses Test** and **Incomplete Figure Test**, have been found to measure divergent thinking.

Divergent thinking differs from convergent thinking in that it’s more spontaneous and free-flowing, unlike convergent thinking, which is more systematic. Convergent thinking uses logic to reach a single best solution to a problem, unlike divergent thinking, where no single best correct answer is found.

When you use divergent thinking, you’re looking for *options* instead of just choosing among the ones that are already available. Divergent thinking works best for open-ended problems that involves creativity. Convergent thinking is useful in situations when a single, best correct answer can be found by analyzing available stored information. Multiple choice questions on school exams are examples of convergent thinking.



Einstein was a divergent thinker.



Foundational Skills

Before embarking on a plan to reinvent your leadership role or expand your influence as an entrepreneurial leader, you’ll want to possess the skills listed below or, minimally, become better versed about these seven areas.

A fast-track way for closing knowledge gaps might include free, low fee, or value-priced online courses augmented with a mentor-practitioner whose portfolio includes one or more of these skill sets (mentoring for the gaps).

- Basic Finance
- Negotiations 101
- Communications
- Decision-making
- Project Management
- Operations
- Data Management

Upping Your Personal Brand

Reinventing yourself and evolving your role as an Entrepreneurial Leader means that eventually you'll want to pull together a Marketing and Communications plan letting people know that you've changed *your* rules and that they can expect XYZ from you in future.

Marketing

You'll want to have some basic understanding of **MARKETING**—there's no shortage of **FREE** and **FOR-FEE** courses on marketing—both online and in person.

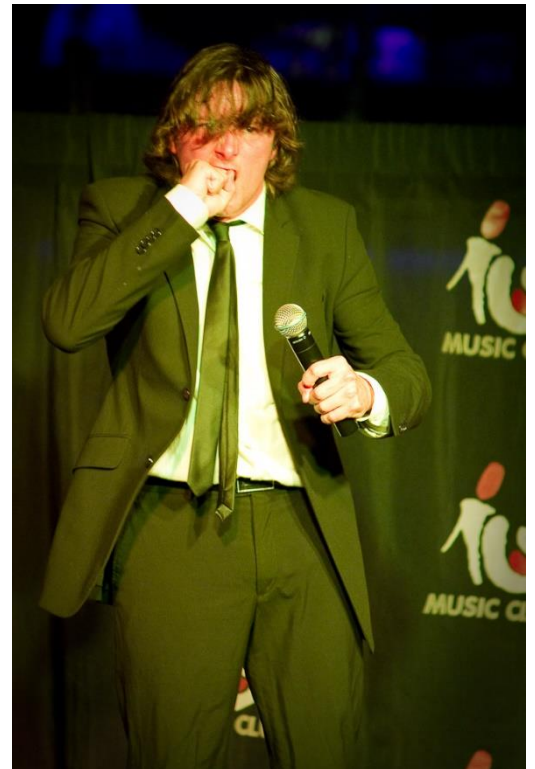
Market Research

Just as Peripheral Vision helps you to connect the dots within a more controlled environment, market research is needed for discovering the right dots to connect in the marketplace, particularly for identifying trends that could support your branding or re-branding efforts.

Promotion, Advertising, Public Relations

Advertising generally refers to controlled, paid messages in the media, while promotion includes paid and free marketing activities, such as sales or sponsorships.

In its narrowest sense, advertising refers to messages you send to the public via newspaper and magazine displays, billboards, TV and radio commercials and website banners. You control the content and graphics and pay for space to display your message.



Promotion is a means of announcing your product or service such as coupons; sales; celebrity endorsements; event, team or league sponsorships; contests; rebates; free samples; catalogs; social media; donations; and direct mail. Unlike public relations, which attempts to get the media to promote your message for **FREE**, promotions often cost money. A social media campaign is an example of a promotion that has no cost, other than your time.

Your Next 90 Days



[Complete the Emotional Intelligence self-assessment](#)



Develop your sustainable strategic plan using the [four phases](#) of Strategic Planning outlined in the handbook.



Make a list of opportunities available to you now. Create a timeline for following up on these open doors.



Design your Entrepreneurial Leader's [funding](#) strategy. Get scrappy. Consider crowdfunding when building out your funding plans.



Take steps on becoming a more authentic leader. Review the [Pure Management](#) leadership platform.



Become more [transparent and trustworthy](#). Prioritize your top 10 items from the list.



Identify one or two areas where you can lead [responsibly](#) in business.



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