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Community Innovation: From Idea to Implementation

International Online Seminar: **Session 11 – Staffing and Leading**

Lecturers: **Prof. Dr. Carmen Paunescu** and **Dr. Roger Evans**

Tuesday, 21st of December 2020, 16 00 – 17 30 CET

Agenda

- **Two roles: staffing and leading**

- **Four vital tasks: hiring, visioning, communicating, motivating**

- Q&A and outlook on the next session

Four Vital Tasks of an Entrepreneur

Staffing

Hire the right employees and constantly improve their skills

Leading

Build an *organizational culture* and *structure* that enable the company to reach its potential

Communicate the vision and the values of the company and create an environment of trust.

Motivate workers to higher levels of performance

Source: Zimmerer and Scarborough, 2006

Staffing

Hiring people to carry out the work of the organization

- Hiring new people with new skills
- Training existing employees to learn new skills
- Firing people when circumstances change

Recruitment, retention, and development

- Recruitment based on values
- Development of know-how
- Retention
- Emphasis on results

- Development of workforce through community development

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Organizational competencies and individual competencies

- Competencies that reinforce social action and administrative management

- Development of teams specialized in social action

- Volunteers as multipliers

- Diversity of roles

1. Hiring the Right Employees

➡ Conduct a *job analysis* and create practical *job descriptions* and *job specifications.*

➡ Plan an effective *interview* and conduct the interview

➡ Check the *references*

➡ Conduct *employment tests*

How do you know you are hiring the right employee for a job?

Leading (Directing)

Coaching individuals to use their abilities and skills most effectively and efficiently to achieve enterprise's goals

- Setting the company direction and defining objectives
- Motivating and leading employees to achieve organizational objectives

2. Build A Company Culture

➡ Distinctive, unwritten, informal code of conduct that governs the behaviour, attitudes, relationships, and style of an organization.

➡ "The way we do things around here."

Source: Zimmerer and Scarborough, 2006

What are the characteristics of a positive company culture?

Characteristics of Positive Company Culture

- Respect for work and life balance
- Sense of purpose
- Sense of fun
- Diversity

- Integrity
- Participative and collective management
- Learning environment

Source: Zimmerer and Scarborough, 2006

3. Communicate vision and values

➡ 80 % of time - some form of communication:

  ➡ 30% talking

  ➡ 25% listening

  ➡ 15% reading

  ➡ 10% writing

➡ Many problems in the workplace arise because of **poor communication**.

How can you ensure an effective communication throughout the entrepreneurial firm?

Communicating Effectively

➡ Clear message

➡ Face-to-face

➡ Be empathetic

➡ Encourage feedback

➡ Tell the truth

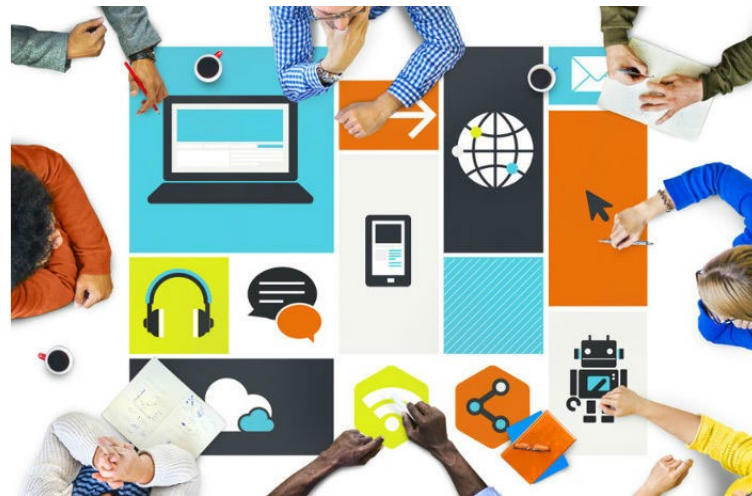➡ Tell employees about the business

➡ Be a good listener

4. Motivate Workers

- Empowerment → Sharing information, authority, and power

- Job design → Job sharing, flextime, flexplace, telecommuting

- Rewards and compensation → Money, intangible rewards

- Feedback

Conditions for Organizational Learning

- Communication and coordination
- Sharing information
- Mentoring

Leadership in social enterprises – challenges

- Building a management team

- Delegation and succession

- Balancing and integrating

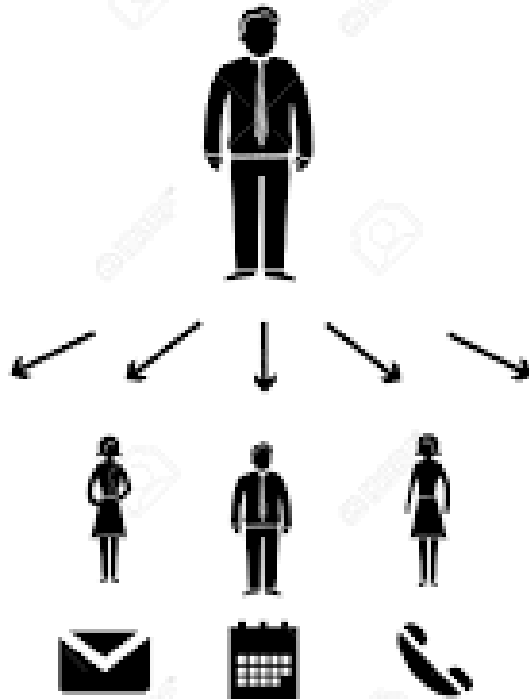- Personal and professional development

Source:
http://www3.weforum.org/docs/WEF_leadership_in_social_enterprise_2014.pdf

Building a management team

- Recruiting
  - Social mission fit
  - Cultural fit
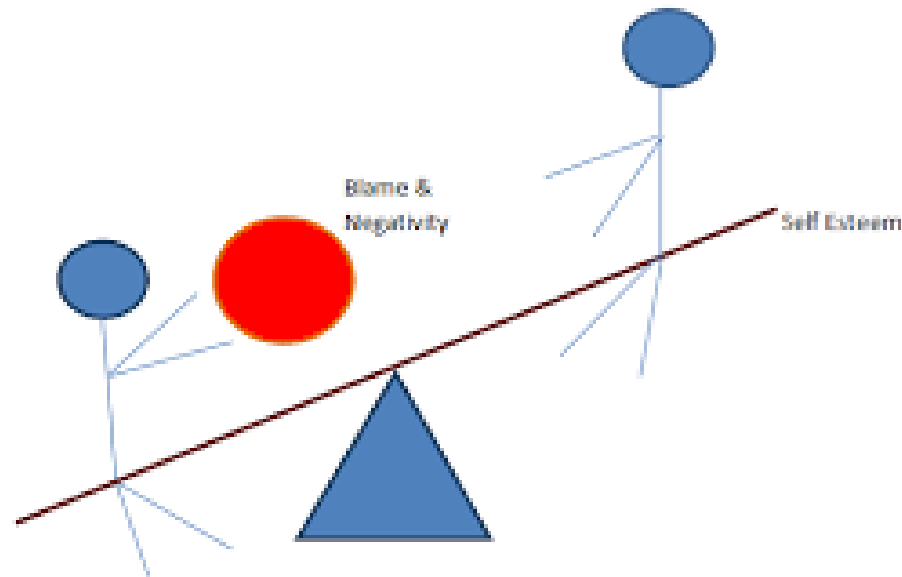 - Founder fit
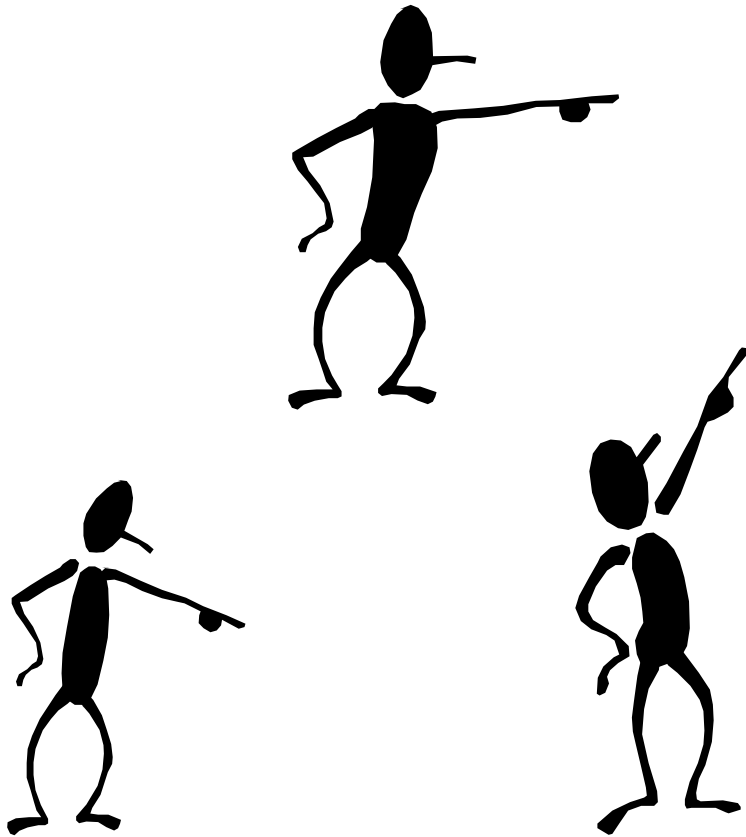- Leadership development
- Retention

Delegation and succession

- Delegation

- Succession

Balancing and integrating

- Balancing responsibilities and focusing
- Integrating conflicting perspectives

Personal and professional development

- Setting personal development goals
- Personal development toolbox
- Recognition
- Appreciation

Exercise:

- How will you motivate potential talented employees to work for you and with you and fulfill their dreams in your company?

Controlling

Making sure the new venture accomplishes what it set out to accomplish

➡️ Process of evaluating and correcting activities to keep organization on course

Controlling

- Measuring performance
- Comparing performance against targets
- Identifying deviations from targets
- Investigating causes of deviations
- Taking corrective action

Do you have any questions?

Thank you very much for your attention!