



Program

Managerial entrepreneurship

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People are the best result

Have a role of responsibility, with or without direct colleagues to support you. Entrepreneurial management consists in doing so by thinking about the long term and maintaining people's well-being. Know what they do, how they do it and how they organize themselves. A role that we can define as "service" to colleagues, which assigns tasks and delegates, stimulating people to be protagonists of their results, which makes us an authoritative guide, with relationships maintained over time, measuring, observing to give proactive feedback to people , complementary to the role of our manager.



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Short description

The course covers aspects of entrepreneurial management, focusing on several key aspects of the manager role. The main responsibilities are analyzed, the importance of clearly defining the results, the resources and people involved, the dynamics of delegation and teamwork, and finally, the management of professional relationships as a tool to improve performance.

It presents a model for the role of the manager, emphasizing the need for a balance between responsibility, people management, effective delegation, performance measurement and the building of solid professional relationships. The vision is oriented towards the growth of both the individual manager and the team, with a focus on transparency and the assumption of responsibility at all levels.

Key Points

Accountability and Results

Accepting Accountability: A manager must accept responsibility for achieving an outcome, whether or not they have direct reports. The role of a manager requires moving from direct execution to getting others to execute. Achieving an outcome while thinking about the future is essential. **People, Time, Budget:** These are the fundamental elements that a manager must manage.

People Management

Management Variability: Managing people is an extremely variable activity. **Analysis of the Role of Collaborators:** It is essential to understand what colleagues do, what the results of their role are, and how their activities contribute to the company's objectives. **Importance of Available Time:** It is essential to evaluate how much time activities should occupy in the role of collaborators. Determine, even if approximately, how much they can or should occupy in the time available in the role.



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Manager Skills

From Specific to Responsibility Skills: A manager must gradually increase their responsibility skills, without losing the specific ones. Avoid the "Primus Inter Pares" Trap. Don't get stuck in the role of someone who does everything alone. Experience and Attitude: The ability to take responsibility is given by a mix of innate aptitude and experience. Accept Fragilities: recognize your weaknesses and focus on excellence in other areas. We do not believe that everything can be improved: in some cases it is possible, but in others we are structurally a little more fragile. Accepting that you have less performing actions allows you to be honest with yourself and manage them to the best of your ability. Key Skills: A good manager has: communication, listening, observation, vision, organization and monitoring.

Delegation Process

Task Assignment: The assignment of tasks must consider skills, experience, constraints and deadlines. The Final Responsibility for the result always remains with the manager. Transparent Communication: In the event of failure, it is important to take responsibility as a group. Collaborator Involvement: The manager must ask the collaborator how he intends to carry out the task and verify that the proposed actions respect the rules and constraints. Ask the most important question: "How do you plan to do it?" Psychological Accountability: If the employee is free to choose actions, he or she will feel psychologically responsible.

Team Dynamics

Result-Specific Teams: Companies create teams dedicated to specific results, such as innovation or major customers. Clarify Results, Skills and Time: Team leaders must clarify the expected results, skills, experience and time needed. Availability Meetings: It is necessary to discuss people's availability with department managers. Temporary Teams: A team is created when a result needs to be achieved. Once achieved, the team no longer has any reason to exist.

Measurement and Feedback

Clearly Define Results: To measure performance, it is essential to have defined the expected results upstream. Clear and Shared Measurement: Measurement must be clear, shared with collaborators and must guide their daily work. Observation and Analysis: It means doing observation work, analyzing sample activities, checking repetitive situations, collecting real examples and performance timing. Periodic Feedback: includes points where expectations have been exceeded, adequate points and points to improve.



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The Role of Your Manager

To understand your manager, it is important to ask yourself what he or she expects. This is a question that is not always addressed, but which we think is right to ask if you have a role of responsibility. Function and Department Results: Even for functions and departments, the result is determined by what is produced, who will use it and what it will be used for. Definition of Results: our manager has the task of defining the quantitative and valuable results and the required quality. Relationship between Roles: The relationship between manager and manager is fundamental, with a market horizon divided between a micro and macro vision. The two positions have complementary characteristics.

Professional Relationships

Beyond Necessary Relationships: Professional relationships go beyond those strictly necessary for one's role. Stimuli and Suggestions: Professional relationships can provide stimuli and suggestions. Professional vs. Personal: Some personal relationships become professional and new relationships useful for performance are added. However, when we talk about professional relationships, only some remain and others are added. These are the relationships that help us perform well in our work as managers. Strengthening the Range of Action: Strong relationships strengthen the range of action through professional networks of contacts. Networking with Managers and Team Leaders: Having other managers and any team leaders in your professional network allows you to always have awareness of what is happening in your company's work environment.



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Activity details

1 – Results, people and resources

Three key elements: the result to be achieved , the people involved , and the resources available . The importance of balancing attention on these three aspects for optimal performance, highlighting the need for a long-term vision that takes into account the well-being of people. It proposes a reflection on the managerial approach, encouraging a far-sighted perspective.

2 – The role of colleagues

Understanding the activities performed by employees : the results of the role, the activities (strategic and routine), and the departmental or company activities in which they are involved. The goal is to clarify the responsibilities and priorities of each employee, promoting efficiency and involvement, emphasizing the importance of time management.

3 – Be responsible

The crucial aspects of the role: the innate aptitude, the importance of experience and the need for self-assessment of one's skills. One's performance, identifying strengths and those to protect, and which ones you appreciate in those in charge. It is structured with stimulating questions and discussion points to encourage personal reflection and comparison with colleagues in charge.

4 – Task assignment and delegation

The process of delegation and task assignment compared. The factors to consider in assignment (skills, deadlines, workload), emphasizing the final responsibility of the manager even in the case of delegation. Practical examples and a workflow for delegation, emphasizing communication and verification of the collaborator's actions.

5 – Team Dynamics

The dynamics of teamwork in a business environment, the creation and management of teams , both within a department and across multiple departments. The skills needed for a team leader, the importance of agreeing on times and energies with the managers of the different teams , and the process of creating and dissolving groups once the set objective has been achieved.



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6 – Feedback interview

Conducting periodic feedback interviews with colleagues. Collecting objective performance data before the interview , methods for measuring and documenting results . The ideal interview structure , with a time allocation and a final summary.

7 – Complementarity of the role

The relationship between a manager and his collaborators, the importance of a good relationship for the results and the well-being of people. The role of the manager in defining objectives, delegating tasks and evaluating results, and the responsibility of the manager for achieving them. The importance of an overall vision (macro and micro) for effective collaboration.

8 – The professional network

Professional Networking for Managers. How to cultivate relationships, both inside and outside the company, is essential for work performance. The concept of "network temperature", measuring the perceived advantage of contacts based on interaction. Maintaining strong strategic relationships leads to mutual benefits, expanding professional influence.



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	Intermediate	Manager
1	<p>Be responsible: people, results The winning combination A concerted effort The vision towards the future Act in the present, thinking about the well-being of tomorrow</p>	
2	<p>What colleagues do Role results Tasks to be done Department activities</p>	
3	<p>You are not born into the role Aptitude and skills Excellences and fragilities The determination of skills</p>	
4	<p>Assignment of tasks Participatory delegation</p>	
5	<p>Teamwork Being a "Team leader"</p>	
6	<p>Give feedback to people Measuring results The feedback meeting</p>	
7	<p>The relationship with our manager Active collaboration Motivating support The right information</p>	
8		<p>The manager's contact network Personal network Professional network The dynamics Daily work</p>
	Intermediate	Manager

