

SUCCESSFUL MANAGEMENT IN START-UPS AND SME'S

Workshop #3 in Vilnius 18-20 March 2019

PART OF WORKSHOP STRUCTURE, FROM APPLICATION FORM:

Joint development of new methods. All partners participate in a brainstorming session where new instruments will be developed. The new methods will be documented and made available for testing activities.

During the workshop, the IRIS partners jointly tested and developed new methods for management in order to create even faster growth and higher sustainability in the partner's target groups. The main target groups were investigated and elaborated in the previous workshop "High-quality deal-flow to incubators".

The workshop started with defining management as:

- Management is the administration of an organization.
- Management includes the activities of setting the strategy of an organization and coordinating the efforts of its employees to accomplish its objectives through the application of available resources, such as financial, natural, technological, and human resources.

The term "management" may also refer to the team of people who manage an organization.

Successful management in start-ups & SMEs is all about:

- "How we organize *what we do!*"
- "How we think (and feel) about *what we do!*"
- "How we do what we do!"

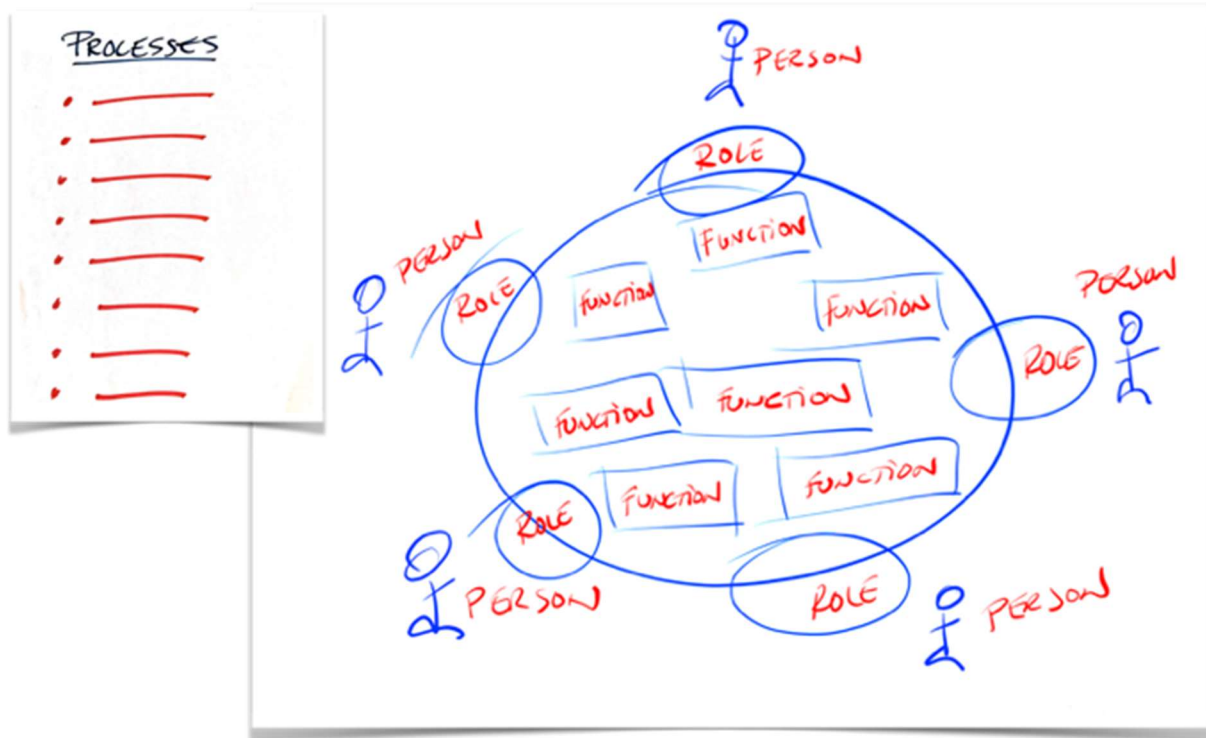
The joint workshop and development resulted in a new method and support instrument. The new IRIS method is a process to reach greater effects when it comes to growth and sustainability for the target groups.

IDENTIFYING “PROCESSES”, “FUNCTIONS”, “ROLES” AND “TEAM-ASSIGNMENT/MISSION”.

During the workshop, the partnership tested and evaluated several processes combining “need to know information”, “needed knowledge” and “needed skills”



Under the process of development of a new support instrument, the partners jointly discovered some dilemmas to be solved in order to create clarity.

IRIS PROCESS TOOLS – HOW WE ORGANIZE, THINK ABOUT AND DO WHAT WE DO



IDENTIFYING PROCESSES – HOW WE ORGANIZE WHAT WE DO




Processes: Aiming to define the core and support processes necessary to run a start-up or SME. Examples of core processes to run the operations are; sales, production and delivery of your product & services. Examples of support processes needed to support the core processes are; finance & administration, IT, product development etc.

-  Core processes
-  Support processes

The most important processes for running a commercial organization in "full bloom" were discussed and listed.

FUNCTIONS – HOW WE ORGANIZE WHAT WE DO

Functions: Aiming to identify the functions needed to run the processes in a start-up or SME. Identifying the most important:

-  Information
-  Knowledge
-  Skills

needed in order to be able to handle and run the specific functions successfully was listed.

IRIS partners discussed and listed the functions needed in order to take care of the most important processes.

ROLES – HOW WE ORGANIZE WHAT WE DO

Roles: Aiming to identify the different roles needed to run the specific functions in a start-up or SME.

IRIS partners discussed and listed the roles needed in order to take care of the most important functions in a start-up or SME. The roles each person must handle will be different in a start-up/SME compared to a "full bloom company", due to scarce resources.

ASSIGNMENT/MISSION – HOW WE DO WHAT WE DO

Team-assignment/mission: Out of the core and support Processes, the identified Functions and Roles, this part is aiming to define and formulate the "assignment/mission/task" of the start-up or SME. This should be mutually agreed on by the team, to enable the team to ally their actions and operations.

The second part is about how to align the incubator's support and services to the companies in the incubation process.

IRIS partners formulated examples of assignments/missions for Start-up/SME-teams and aligned assignments/missions for the incubators.

INVESTIGATING BEHAVIOR AND MOTIVATORS ON A PERSONAL LEVEL

During the second part of the workshop, the partnership tested and evaluated instruments to investigate human behavior patterns and inner motivators. For behavior the partnership examined DISC. DISC is a behavior assessment tool based on the DISC theory of psychologist William Moulton Marston, which centers on four different personality traits which are currently Dominance (D), Influence (I), Steadiness (S), and Conscientiousness (C).

For investigating what is motivating humans the partnership investigated Eduard Spranger's defined six primary types or categories to define human motivation and drive. This is based on six keywords. The six keywords are Knowledge, Utility, Surroundings, Others, Power and Methodologies.

TEAM BUILDING – HOW WE THINK AND FEEL ABOUT WHAT WE DO

One of the most sought for topics among the partnership when it comes to "Successful management in start-ups & SMEs" was: Team building.

The partnership used the work by Thomas Erikson (recommended book: "Surrounded by Idiots") of the four types of human behavior (or, How to Understand Those Who Cannot Be Understood).

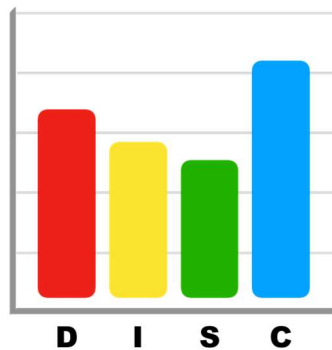
Do you ever look around you and think you're the only one making any sense? Or tried to reason with your partner with disastrous results?

Do long, rambling answers drive you crazy? Or do your colleague's abrasive manner get your back up?

Do you ever get the feeling you're surrounded by idiots? You are not alone.

Surrounded by Idiots, presents the simple model based on four personality types Dominance, Influence, Steadiness and Conscientiousness (Red, Blue, Green and Yellow).

When you understand the psychology of each you can adapt your communication style to handle anyone more easily and get the best out of the people you have to deal with - be it at work, in public or at home.



IDENTIFYING BEHAVIORS AND MOTIVATORS – HOW WE THINK (AND FEEL) ABOUT WHAT WE DO

The partnership made a simplified self-evaluation of both behaviors and motivators & drive and discussed the outcome. The ranked themselves on Dominance (D), Influence (I), Steadiness (S), and Conscientiousness (C) as well as on the motivating areas Knowledge, Utility, Surroundings, Others, Power and Methodologies. This was made to get a practical understanding of the tools that could be used in incubator support for team development in start-ups and SMEs.

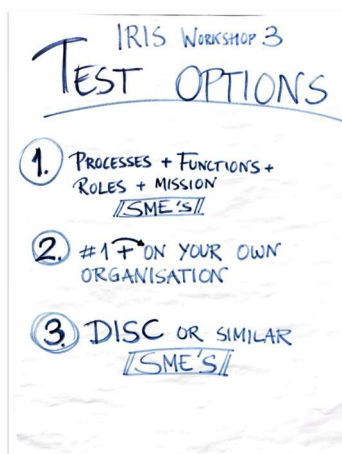
TEST OPTIONS

The partners had three choices for coming tests:

Processes + Functions + Roles + Mission on an existing SME's in the incubator

Processes + Functions + Roles + Mission on an existing SME's in the incubator and do the same on their own incubator organization

Use DISC or similar on an existing SME's in the incubator



SUGGESTED READING

Images of Organization, Gareth Morgan

Simplified Strategic Planning, Robert W. Bradford and Brian Tarcy

The Startup Way and The Lean Startup, Eric Ries

Great by Choice, Jim Collins and Morten T. Hansen

Conscious Business, Fred Kofman

Innovation: The Five Disciplines for Creating What Customers Want, Curtis R. Carlson and William W. Wilmot

The 7 Habits of Highly Effective People, Stephen R. Covey

ANNEX

Material developed at workshop 2019.03.19