

**The Human Capital Advantage: A Curriculum for Early Stage Ventures**

**Module Five: Reenvisioning Leadership**

**Introduction/Value Proposition**

The old way of leading by command and control has been effective for many organizations in the past. But the rate of technological and social change has now accelerated to the point where organizations that engage team members at all levels to continually learn and innovate will have a competitive advantage. However, this way of operating requires a more participatory management style – one which is highly valued by Millennials. This module will provide a useful overview and resources to learn more.

**Goals/Desired Outcomes**

After this module, entrepreneurs should have a basic understanding of:

* + Emotional intelligence and its role in leading teams
  + Servant leadership and humble inquiry
  + Participatory management structures
  + The basics of open book management

**Advance Prep**

Send around the articles below, emphasizing the importance of the pre-work.

**See PowerPoint for presentation/exercise content:**

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| **TIME** | **TOPIC** | **MATERIALS** |
| 15 min | Introduction to the module/goals of day | PPT, laptop, projector |
| 10 min | Leadership style and collaborative leadership principles: check in/slides/discussion |  |
| 20 min | Emotional intelligence check in/slides/quiz/discussion | Online EQ quiz |
| 10 min | Humble inquiry – check in/theory/slides/discussion |  |
| 10 min | *Humble inquiry reflections* |  |
| 15 min | Participatory management structures: check in/theory/slides/discussion |  |
| **10 min** | **BREAK** |  |
| 10 min | Intro to open book management: check in/theory/slides/discussion |  |
| 20 min | OBM: Know and Teach the Rules |  |
| 20 min | OBM: Follow the Action and Keep Score |  |
| 15 min | OBM: Provide a Stake in the Outcome |  |
| 15 min | *Use Leveling Up Handout to think about next steps in your leadership development – 5 minutes for handout, 5 minute discussion* | Handout |
| 10 min | Wrap up, key take-aways, evaluation | Evaluation form |
| **180 min (3 hrs)** |  |  |

**Exercises**

* [Online EQ tes](https://hbr.org/2015/06/quiz-yourself-do-you-lead-with-emotional-intelligence)t
* Humble Inquiry reflections
* Leveling Up Handout

**Follow Up/Measure progress**

Check in after a month, six months, a year on progress

**Resources to distribute ahead of time:**

*NOTE TO PARTICIPANTS: This pre-work (reviewing these materials) will take you about 30-60 minutes and will enable you to participate at a much higher level.*

* Forbes: [Which of These 4 Leadership Styles are You?](http://www.forbes.com/sites/markmurphy/2015/07/09/which-of-the-4-leadership-styles-is-yours/#1a61bec511a2)
  + Length: Short online article
  + Summary: Are you a directive or open leader? Collaborative or competitive? There are many ways to think about leadership styles; this is one framework (complete with quiz)to help you start thinking about your style of leading.
  + Relevance for early stage entrepreneurs: High
  + Specific take-aways: Leadership styles in this framework include: Pragmatist - driven, competitive, value hitting goals above all else. Idealist - high-energy achievers who believe in the positive potential of everyone around them. Steward - dependable, loyal and helpful, stabilizing and calming. Diplomat - kind, social, and giving; typically build deep personal bonds with employees and can resolve conflicts peacefully. [TAKE THE LEADERSHIP STYLE QUIZ HERE](http://www.leadershipiq.com/blogs/leadershipiq/36533569-quiz-whats-your-leadership-style)
* Inc. Magazine: [7 Secrets of 'Servant Leadership' That Will Lead You to Success](http://www.inc.com/peter-economy/7-secrets-of-servant-leadership-that-will-lead-you-to-success.html)
  + Length: Short online article
  + Summary: Servant leaders serve those they manage, rather than the other way around. They believe everyone deserves respect, and that people can accomplish a great deal when inspired by something larger than themselves.
  + Relevance for early stage entrepreneurs: High
  + Specific take-aways: Five practices of servant leadership include: clarify and reinforce the need for service to others, listen intently and observe closely, act as selfless mentors, demonstrate persistence, and lovingly hold themselves and others accountable for their commitments.
* Edgar Schein: [Humble Inquiry: The Gentle Art of Asking Instead of Telling](https://www.bkconnection.com/static/Humble_Inquiry_EXCERPT.pdf) (EXCERPT) – SAFE TO OPEN
  + Length: Short book
  + Summary: Communication is essential in a healthy organization. But all too often when we interact with people—especially those who report to us—we simply tell them what we think they need to know. This shuts them down. To generate bold new ideas, to avoid disastrous mistakes, to develop agility and flexibility, we need to practice humble inquiry.
  + Relevance for early stage entrepreneurs: High
  + Specific take-aways: Asking the right questions (humble inquiry) builds relationships and moves organizations forward. Company leaders should learn the art of humble inquiry in order to create a climate of openness. Barriers to overcome include an automatic bias for telling rather than asking and another for doing rather than relating. It is also harder for leaders to be humble as they gain status due to cultural norms. Schein offers ways to overcome these barriers.
* Forbes: [Emotional Intelligence: EQ](http://www.forbes.com/sites/travisbradberry/2014/01/09/emotional-intelligence/#562e8e513ecb)
  + Length: Short online article
  + Summary: A basic explanation of the concept of emotional intelligence (EQ) and how it is correlated to higher performance.
  + Relevance for early stage entrepreneurs: High
  + Specific take-aways: EQ consists of self-awareness of emotions, self-management of your emotions and impulses, social awareness of others’ emotions, and relationship management. Unlike IQ, EQ can be increased.
* The Hitachi Foundation: [Business Action Guide: Cultivating a High Involvement Workplace: New Belgium Brewing](http://www.hitachifoundation.org/storage/documents/New_Belgium_High_Involvement_Workplace.pdf)
  + Length: 2-3 page article
  + Summary: Highly involved employees who understand and participate in company strategy, are empowered to make good decisions, and take personal responsibility in finding new and better ways to achieve the company’s mission can make an organization world class. This article describes some strategies that New Belgium Brewing uses to help create a highly participatory workplace.
  + Relevance for early stage entrepreneurs: High
  + Specific take-aways: Be transparent. Train people to communicate and participate effectively. Choose the right process for different decision types. Make committees meaningful. Humanize technology to facilitate participation. Everything the company does should support your company’s established culture, vision and beliefs. Raising your level of participation and involvement takes time and careful intent, but it is worth it.
* The Hitachi Foundation: [Business Action Guide: OBM: Know and Teach the Rules: SRC](http://www.hitachifoundation.org/storage/documents/SRC_Open_Book_Management_Know_Teach_Rules.pdf)
  + - Length: 2-3 page article
    - Summary: What if every single employee in your business were just as driven as the CEO to solve business challenges, generate more profits, and share in the results of better business performance? Open book management is designed to achieve just that. An important first step is to train and educate employees on some basic financial concepts, as well as making sure they understand the key drivers of success for the firm overall and for each individual year.
    - Relevance for early stage entrepreneurs: High
    - Specific take-aways: Bring new employees up to speed, focus on the numbers that matter to your business, get the incentives and delivery right, make training fun and relatable, work together to identify key success drivers, and build trust by consistently doing what you say you are going to do.