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Corporate Entrepreneurship (07) - New roles and competencies of managers

I would like to present you now different types of processes concerning entrepreneurship on the three different management levels (operating/front-line, middle/senior, top):

- renewal
- integration
- entrepreneurial

	Frontline managers	Middle managers	Top-level managers
The renewal process	Managing continuous performance improvement within units	Managing the tension between short-term performance and long-term ambition	Creating an overarching corporate purpose and ambition while challenging embedded assumptions
The integration process	Attracting and developing competencies and managing operational interdependencies	Linking dispersed knowledge, skills and best practices across units	Institutionalizing a set of norms and values to support cooperation and trust
The entrepreneurial process	Creating and pursuing new opportunities	Developing individuals and reviewing, supporting their initiatives	Establishing a stretching opportunity horizon and performance standards

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On the three different management levels, we can observe huge shifts and transformations in the fields of roles and tasks, induced by a new entrepreneurial spirit:

	Operating-level managers	Senior-level managers	Top-level managers
Changing role	From operational implementers to aggressive entrepreneurs	From administrative controllers to supportive coaches	From resource allocators to institutional leaders
Primary value added	Driving business performance by focusing on productivity, innovation and growth within frontline units	Providing the support and coordination to bring large-company advantage to the independent frontline units	Creating and embedding a sense of direction, commitment and challenge to people through-out the organization
Key activities and tasks	Creating and pursuing new growth opportunities for the business	Developing individuals and supporting their activities	Challenging embedded assumptions while establishing a stretching opportunity horizon and performance standards
	Attracting and developing resources and competencies	Linking dispersed knowledge, skills and best practices across units	Institutionalizing a set of norms and values to support cooperation and trust
	Managing continuous performance improvement within the unit	Managing the tension between short-term performance and long-term ambition	Creating and overarching corporate purpose and ambition

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For each of these three management levels, these shifts and transformations need new competencies, so that the managers can play their new roles:

Role / Task	Attitude / Traits	Knowledge / Experience	Skills / Abilities
<i>Operating-level entrepreneurs</i>	<i>Result-oriented competitor</i>	<i>Detailed operating knowledge</i>	<i>Focuses energy on opportunities</i>
Creating and pursuing opportunities	creative, intuitive	knowledge of the business' s technical, competitive and customer characteristics	ability to recognize potential and make commitments
Attracting and utilizing scarce skills and resources	pursuing, engaging	knowledge of internal and external resources	ability to motivate and drive people
Managing continuous performance improvement	competitive, persistent	detailed understanding of the business operations	ability to sustain organizational energy around demanding objectives

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Role / Task	Attitude / Traits	Knowledge / Experience	Skills / Abilities
Senior-management developers	<i>People-oriented integrator</i>	<i>Broad organizational experience</i>	<i>Develops people and relationships</i>
Reviewing, developing, supporting individuals and their initiatives	supportive, patient	knowledge of people as individuals and understanding how to influence them	ability to develop , delegate, empower
Linking dispersed knowledge, skills and practices	integrative, flexible	understanding of the interpersonal dynamics among diverse groups	ability to develop relationships and build teams
Managing the short-term and long-term pressures	perceptive, demanding	understanding the means-ends relationship linking short-term priorities and long-term goals	ability to reconcile differences while maintaining tension

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Role / Task	Attitude / Traits	Knowledge / Experience	Skills / Abilities
Top-level leaders	<i>Institution-minded visionary</i>	<i>Understanding company in its context</i>	<i>Balances alignment and challenge</i>
Challenging embedded assumptions while setting stretching opportunity horizons and performance standards	challenging, stretching	grounded understanding of the company, its business and operations	ability to create an exciting demanding work environment
Building a context of cooperation and trust	open-minded, fair	understanding of the organization as a system of structures, processes and cultures	ability to inspire confidence and belief in the institution and its management
Creating and overarching sense of corporate purpose and ambition	insightful, inspiring	broad knowledge of different companies, industries and societies	ability to combine conceptual insight with motivational challenges

[1]

Bibliographical references:

[1] The Individualized Corporation: A Fundamentally New Approach to Management
Sumantra Ghoshal, Christopher A. Bartlett, 1999