Entrepreneurship
Competency Development Activities

Competency Definition

Identifies opportunities to develop and market new products and services within or outside of the organization. Is willing to take risks, initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.

Developmental Activity Levels

All (A)

Applies to all competency levels

Beginner-Basic Knowledge (B)

A person at the Beginner-Basic Knowledge level has limited experience applying the competency. He/she applies general knowledge in common situations but has limited practical experience in applying the competency in a work environment presenting more complex situations.

Mid-level (M)

A person with mid-level proficiency has applied the competency repeatedly and successfully in the performance of his/her job but still has much to learn about the advanced aspects or behaviors associated with the competency. A person at this level can usually apply the competency on his/her own.

High (H)

A person at the High level has extensive knowledge of and experience with this competency and can apply the competency exceptionally well on the job without assistance. At this level one is an expert and has enough experience to teach the competency to others.

Articles, Books, and Websites

A Byrd, Jacqueline and Brown, Paul Lockwood, <u>The Innovation Equation: Building Creativity and Risk-Taking in Your Organization</u>, Jossey-Bass/Pfeiffer, September, 2002.

The authors show how innovation can help organizations grow and how the lack of innovation can stifle companies. Recognizing that it takes all types of people to have a functioning organization, this book helps individuals, groups and organizations recognize their innovative strengths and weaknesses. Equally important are the stop signs that inhibit organizational growth.

M Sull, Donald N., <u>Disciplined Entrepreneurship</u>, Harvard Business School Press, October, 2004. HBSP: 9-SMR-156

Over the past five years, the author of this article conducted systematic research into how entrepreneurs manage the inevitable risks while pursuing opportunities. A synthesis of the research revealed that discipline--and its byproduct, the successful management of uncertainty--comes through the adoption of an iterative experimentation model. The model provides insights into some of the most daunting questions entrepreneurs face--including how to screen an opportunity, how much money to raise, when to make key hires, and how to use limited resources most efficiently

H Davenport, Thomas H., Prusak, Laurence, and Wilson, H. James, Who's Bringing You Hot Ideas (and How Are You Responding)?, Harvard Business Review, February 1, 2003. HBR 0302D

Managerial innovation is an increasingly important source of competitive advantage--especially given the speed with which product innovations are copied--but it doesn't happen automatically. It takes a certain kind of person to welcome new management ideas and usher them into an organization. The authors recently studied 100 such people to find out how they translate new ideas into action in their organizations.

H Theodore Kinni, The Four Secrets of Successful Idea Practitioners, Harvard Management Update, May 1, 2003. HMU 0305C

It's not enough to get excited about an idea's potential; you have to be able to turn that idea into concrete business results. Many companies rely on idea practitioners (IPs) for their new concepts. Five IPs share how they brought their ideas to life at their companies and how they overcame resistance to those ideas.

H David Osborne and Peter Plastrik, The Reinventor's Fieldbook: Tools for Transforming Your Government, Jossey-Bass, July, 2000.

This book offers 74 tools and strategies for transforming public institutions. Topics range from budgeting and strategic planning to motivating employees and building an entrepreneurial culture. Case studies from five different countries, checklists and examples are also included.

Activities

H Stand behind your team when they make decisions, take risks and try new things. Your confidence level will rise with each success they have. If, on the other hand, you find that they are not up to the challenge, coach them to higher performance levels.

H Challenge staff to identify opportunities and recommendations for improvement in all aspects of your operation or organization. Systematically review their ideas and actively support the implementation of ones that are feasible and that will produce measurable improvements.

H Recognize and reward people for contributing and/or implementing the improvement ideas.

H Encourage and coach the managers and supervisors who work for you to elicit ideas from

their employees on how to improve TSA's operational procedures and effectiveness. Support them in the process of evaluating and implementing the ideas and in recognizing the people who contributed or implemented them.

H Arrange for key staff to visit high performing TSA operations of other airports to gather ideas for improving operational and other processes of your airport. Have them prepare a report of what they learned and how it can be applied in your TSA operation.

B Visit other airports where TSA has a reputation for initiating innovative approaches to implementation of the TSA mission and find out what they are and how they're doing it. Then work out a plan for applying what you've learned in your own organization.

A When you take on a new role or move into a part of the TSA organization that is new to you, authorize, implement, or participate in a forum for others to air opinions. What do people see as priorities? What could be improved? What do they fear or oppose? Although you might not want or be able to do all they ask, how can you show you're listening? Consider e-mail, conference calls, meetings and one-on-one discussions as ways to get people's input.

B Take the initiative to research issues and problems you are facing in your own airport to see if they are TSA-wide issues. If they are, mobilize an effort to develop and recommend potential solutions to TSA Headquarters.

M Assess your tolerance for risk. Do a self assessment of your vision and goals. Do you play it too safe? Should you be asking more of your people? Leaders underachieve because their vision and goals are less ambitious than they could be. Identify ways that you can "stretch" your goals and your people's performance.

M Use multiple approaches to collect new ideas to improve the overall effectiveness of the organization. Get input from direct reports, employees, customers, and stakeholders and evaluate the viability of the ideas and their impact on the organization. Take the top two or three ideas that make sense for the organization and develop a plan for implementation. Champion a culture within the organization that listens to fresh approaches and takes action to implement those that make sense.

Coaching Suggestions for Managers

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