

# ENTREPRENEURIAL STRATEGIES AND CHANGE MANAGEMENT MODELS

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## Introduction and description of the module

# CHANGE MANAGEMENT

### Objectives:

- Objective 1 – The 8 Steps of Change
- Objective 2 – Errors Common to Organisational Change
- Objective 3 – What is Involved in Creating a New Culture
- Objective 4 – Beginning Your Business Change Strategy

# WHAT IS CHANGE MANAGEMENT

[HTTPS://YOUTU.BE/EJKNA1TAKOI](https://youtu.be/EJKNA1TAKOI)



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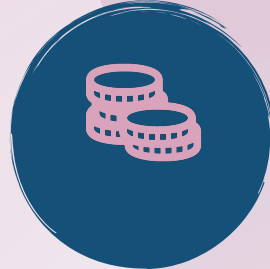
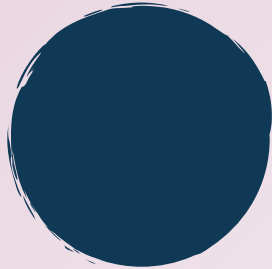
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# Topics



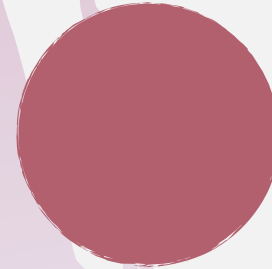
## Topic 1

8 Steps of Change



## Topic 2

Creating the Team



## Topic 3

Developing the Vision  
& Strategy



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# 8 Steps of Change



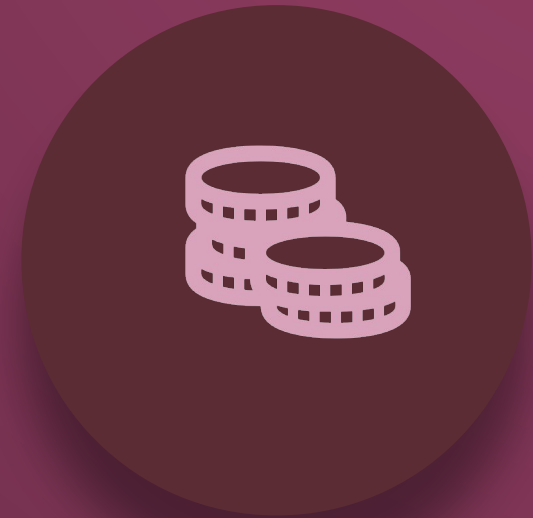
## Steps of Change



# Set the Stage

- Get people's attention!
- Sell the need for change ... describe the consequences of not changing
- Immerse people in information about the change
- Discuss ways to solve the problems people identify with the change
- Empower people to solve the “problem”

## Sell the Need for Change !



# Create the Change Management Team

- Choose key players, especially staff-level managers
- Identify a Guiding Team that is multidisciplinary
- Consider the credibility and integrity of change leaders
- Choose proven leaders who can drive the change process
- Strong position power, broad expertise, and high credibility
- Ensure the Guiding Team has both management and leadership skills
- Management skills control the process
- Leadership skills drive the change

## The Team





# Exercise

Who is your team?

Who helps and supports you?

Remember as an entrepreneur  
this isn't necessarily "staff"

Think outside the box



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# Errors Common to Organisational Change



- Allowing for complacency
- Failing to create a sufficiently powerful Guiding Coalition and Change Team
- Not truly integrating the vision
- Allowing obstacles to block change
- Not celebrating short-term wins
- Declaring victory too soon
- Neglecting to anchor changes firmly in the culture



- Most alterations in norms and shared values come at the end of the transformation process
- New approaches sink in after success is shown
- Feedback and reinforcement are crucial to buy-in
- Sometimes the only way to change culture is to change key people
- Individuals in leadership positions need to be on board, or the old culture will reassert itself





# Develop the Change Vision & Strategy

Senior Leadership is responsible for:

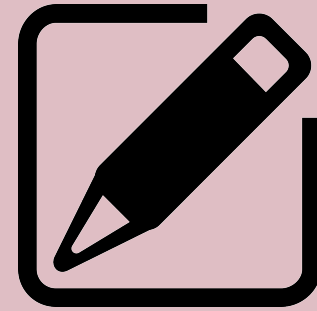
- Establishing the definition of a “culture of safety” aligned with expectations, core values, and shared beliefs
- Informing all stakeholders of these values and evaluating the culture
- Leading the process of:
  - Translating values into expected behaviours
  - Establishing trust and accountability
- Communicating a commitment to shaping the culture

## The Vision & Strategy



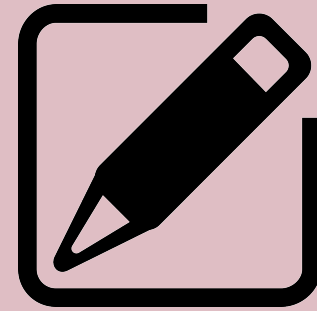
# Communication for Buy In

- Provide supportive actions for fear, anger, and resistance
- Encourage discussion, dissent, disagreement, debate—keep people talking
- Tell people what you know—and what you don't know
- Acknowledge concerns, perceived losses, and anger
- Model the expected behaviours
- Value resisters
  - They clarify the problem and identify other problems that need to be solved first
  - Their tough questions can strengthen and improve the change
  - They may be right—it is a dumb idea!



# Produce Short Term Wins

- Show visible success; further impetus for change
- Provide positive feedback; recognize and reward contributions to wins
  - Further builds morale and motivation
- Leverage lessons learned to help plan next goal
- Create greater difficulty for resisters to block further change
- Provide leadership with evidence of success
- Build momentum
  - Helps draw in neutral or reluctant supporters





# EXERCISE

**WHAT ARE YOUR WINS?  
THINK BACK TO WHEN YOU STARTED  
YOUR BUSINESS, WHAT HAVE YOU  
ACHIEVED SO FAR**

# Keep the Momentum

- Acknowledge hard work
- Celebrate successes and accomplishments
- Reaffirm the vision
- Bring people together toward the vision
- Acknowledge what people have left behind
- Develop long-term goals and plans
- Provide tools and training to reinforce new behaviors
- Reinforce and reward the new behaviours
- Create systems and structures that reinforce new behaviors
- Prepare people for the next change





# CREATE A NEW CULTURE



✉ [wegetproject@gmail.com](mailto:wegetproject@gmail.com)

🌐 [we-get.eu](http://we-get.eu)

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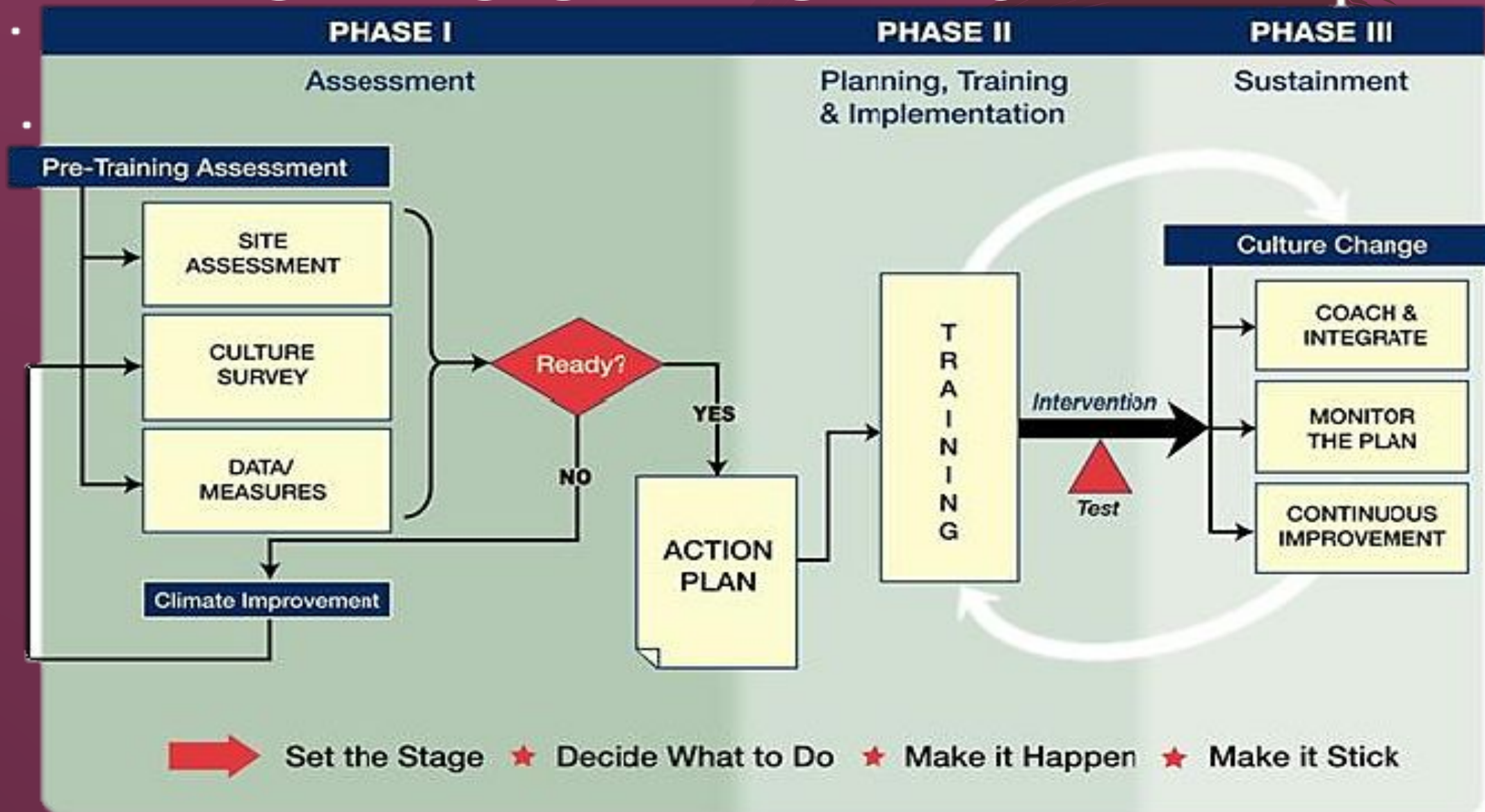
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# Create a New Culture

- Develop action steps for stabilizing, reinforcing, and sustaining the change:
  - Give people time to mourn their actual losses
  - Provide skill and knowledge training
  - Develop new reward systems
  - Recognize and celebrate accomplishments
- Develop performance measures to continually monitor the results from the change and to identify opportunities for further improvements
- Make adjustments to the change vision and strategy to reflect new learning and insights



# STEPS CHANGE MODEL



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# Change Management models

## Further reading

1. Lewin's Change Management Model
2. McKinsey 7-S Model
3. Nudge Theory
4. The ADKAR Change Management Model
5. Kübler-Ross Change Curve
6. Bridges' Transition Model
7. Satir Change Model
8. Kotter's 8-Step Theory
9. Maurer 3 Levels of Resistance and Change Model
10. Deming Cycle (PDCA)

10 Proven Change Management Models (2022) (whatfix.com)





**Entrepreneurial strategy  
is the process of developing new  
processes in a constrained and  
competitive market.**

# ENTREPRENURIAL STRATEGIES

## **Objectives:**

- **Objective 1 – Create awareness of resources**
- **Objective 2 – To Provide Knowledge**
- **Objective 3 – To make a successful Entrepreneur**
- **Objective 4 – provide training to operate a business**





<https://youtu.be/bGa-nPrM5Ec>

# ENTREPRENURIAL STRATEGIES



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## 5 Strategies for Success as an Entrepreneur

- Learn from prior work experience
- Develop a diverse set of skills
- Identify a problem that needs solving, then solve it
- Surround yourself with people you trust
- Remain curious

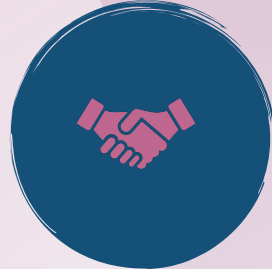
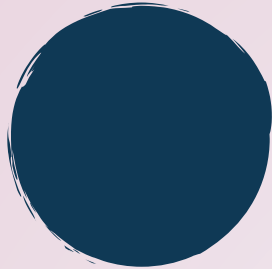
## ENTREPRENURIAL STRATEGIES

# Topics



Topic 1

Knowledge

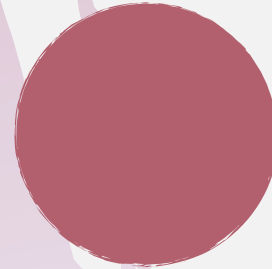


Topic 2

Operating

A

Business



Topic 3

Resources

## KNOWLEDGE

# The 6 Ps of Marketing Mix are:

1 PRODUCT

2 PRICE

3 PROMOTION

4 PLACE

5 PEOPLE

6 PROCESS

# Knowledge

Market Research – Study the Competition, what is already available

Marketing – How is your idea different

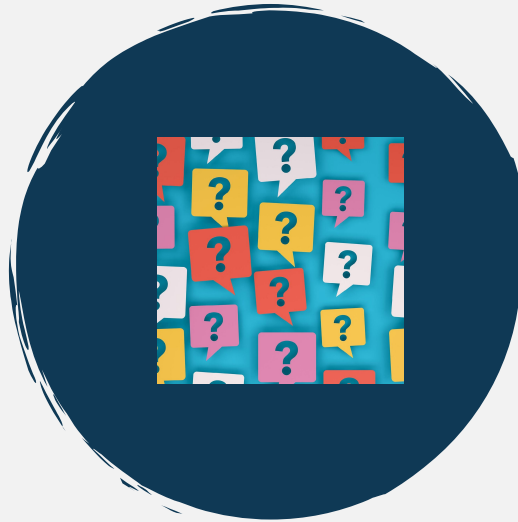
Challenges – what might become a barrier

# Exercise

Think of your business and answer the questions.



What similar  
businesses are in your  
local area?



What makes your  
business idea,  
different from the  
others?



What challenges  
could you face, and  
how would you  
overcome them?





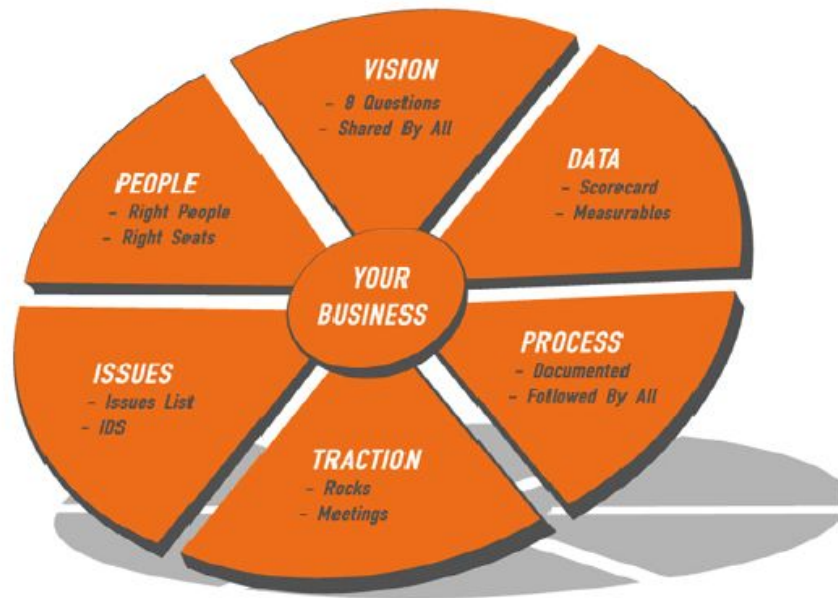
# Knowledge

Do you need to change your business plans or current strategies?

Could you do more?



# THE ENTREPRENEURIAL OPERATING SYSTEM (EOS) MODEL



RCE: <https://www.eosworldwide.com/eos-model>

## Operating a business



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# EOS Model

- **THE ENTREPRENEURIAL OPERATING SYSTEM™**

- Overview
- EOS will help you achieve three things we call vision, traction and healthy:
- **Vision** : getting the leaders of your business 100% on the same page with the vision for your organization: who you are, what you do, where you are going, and how you will get there.
- **Traction** : helping your leaders to become more disciplined and accountable, executing consistently to do things well and achieve every piece of your vision.
- **Healthy** : helping your leaders become a healthy, functional, cohesive leadership team, because leaders often don't function well together as a team.



# TIME MANAGEMENT



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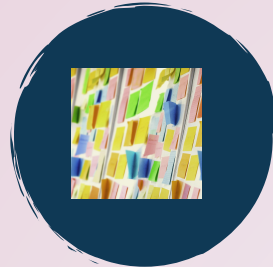


Managing time will keep you focused and on track, more importantly it will keep a good work life balance.



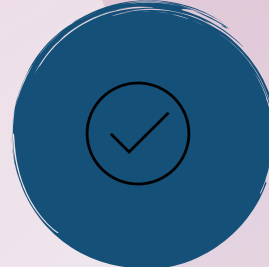
### Plan

Set working hours.  
Include breaks and  
stick to these



### Prioritise

At the start of your  
day, decide what  
needs done and what  
can wait.



### Finish a job

Work on one thing at  
a time, this will also  
be encouraging as you  
tick things off your  
plan.



### Keep organised

Have a "work" area.  
Keep this tidy and  
organised, this way  
you know where  
everything is and will  
save time looking.



### Have a routine

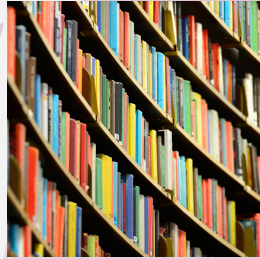
Have set days or times  
for certain activities.  
Stick to this to allow  
time for all activities.



# Resources Available to Entrepreneurs



Support  
groups/  
Social media  
/groups



Internet  
/Books  
/podcasts



College  
/University



Financial/legal  
organisations



Entrepreneurial/  
small business  
groups/mentors



Online  
platforms/Sys  
tems



# Exercise

Take 20 minutes and make a list of resources available to you in your local area.

How many can you use?



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# 7 Strategies to Grow Your Successful Business



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## To summarise

<https://youtu.be/dJQn4DqzMVQ>



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# Further reading – Entrepreneurial strategies

- [EOS Model: The Six Key Components of Any Business \(eosworldwide.com\)](https://eosworldwide.com)
- [EOS Model: The Six Key Components of Any Business \(eosworldwide.com\)](https://eosworldwide.com)
- [40+ Entrepreneurial Strategies – Simpllicable](#)
- [Entrepreneurial Growth: 6 Strategies and Plans to Help you Go Farther \(getcloudapp.com\)](https://getcloudapp.com)
- [Four proven strategies for entrepreneurial success \(cranfield.ac.uk\)](https://cranfield.ac.uk)



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- Slide 13 Canva  
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- Slide 2 Canva  
2022 [https://www.canva.com/design/DAFEUBzq8ZY/Exc4fSOmIBTSEl2shYACRw/view?utm\\_content=DAFEUBzq8ZY&utm\\_campaign=share\\_your\\_design&utm\\_medium=link&utm\\_source=shareyourdesignpanel](https://www.canva.com/design/DAFEUBzq8ZY/Exc4fSOmIBTSEl2shYACRw/view?utm_content=DAFEUBzq8ZY&utm_campaign=share_your_design&utm_medium=link&utm_source=shareyourdesignpanel)
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- Slide 26 Kitces 2022 [How RIAs Can Leverage EOS To Manage And Grow Their Firms \(kitces.com\)](https://www.kitces.com/resources/how-riAs-can-leverage-eos-to-manage-and-grow-their-firms/)
- Slide 5 Pinterest 2022 [\(13\) Pinterest](#)