GUIDEBOOK PHASE 3

SHARING RESULTS FOR BETTER SUPPORT MOBILISING RESOURCES & NETWORKING

youngfemale entrepreneur program

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OVERVIEW

Sharing Results for Better Support. At this phase young women will turn to the external environment to gather the needed resources to build their social enterprises. They will consider issues of types of resources they need and how to mobilise in order to implement their value proposition offering. Participants will be introduced to the notion of collaboration and ways of building networks and entering into alliances.

In this section, they learn how to perform a value chain analysis, clients and suppliers, and they review their network to make sure they have the support they need (new mentors should be added in this phase – see MENTOR tips). Young participants decide what to do to in practical terms only after presenting their idea to the group and assess the results with them and their mentors. They learn online how to perform a participated evaluation session to involve staff proactively (team building, collaborative techniques…) using sustainability and participated practices.

a) What are the resources I Need; do I have them? how to mobilise resources. How to mobilise others. Collaborative leadership, co-creation. Value chains with suppliersnt

b) Building networks and collaborations. Co-founders and partnerships. Create trust and manage conflict. Update Mentors

c) Learning Skills and Impact on Trainees

d) Self-assessment on learning skills

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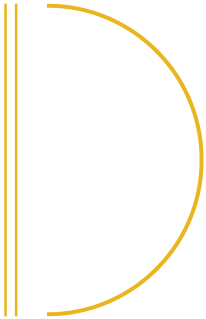


Businesses exist to provide either a good or service to consumers and the general public. An entrepreneur will do this by making decisions about what to produce or provide using the resources available to them.

Then again, if a company goal is to produce the products so that they have a greater value (to customers) than the original cost of creating these products, how can your company create this value?

In the following pages, you will find more information on the resources you might need when starting a new business and how to access these resources, as well as on how to make the most out of them to create added value for your company.

WHAT ARE THE RESOURCES I NEED; DO I HAVE THEM?

Starting a new business may sometimes can be difficult, but it doesn't have to be if you are prepared. Careful preparation isn't an absolute guarantee of success, but it can improve your chances.

The resources can be divided in 5 categories.

1. Financial Resources - Funding

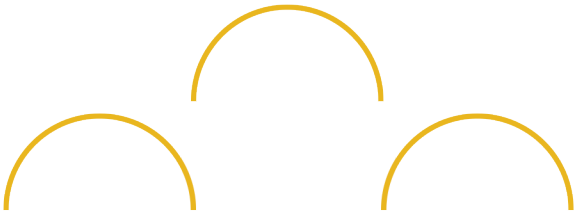
The most important element when starting a business is funding. Even the most basic home business incurs a multitude of startup costs, including registering a business name, obtaining a business telephone line and printing business cards.

In other words, you need money to start your business and keep it afloat. There are costs associated with building your company from the ground up, including things like:

- Rent
- Office supplies
- Raw materials
- Employee wages
- License and permit fees

You don't want to run out of money and give up on your business idea. To avoid this, you need capital to cover your operating expenses until your business becomes profitable, at which point, ideally, your business will be self-sustaining.

Financial resources can be obtained from a variety of sources, the easiest option is to dip into your personal savings or seek help from family and friends. If that's not an option, you'll need to explore other resources. You could apply for business loans and lines of credit may be granted from financial institutions, but most lenders require an established credit history, something that new businesses don't have. In this case, small business factoring is a perfectly suitable option for businesses. Numerous small business factoring companies, also known as invoice factoring companies, are eager to provide you with the money you need for immediate operating expenses. When it comes to capital, every small business has different needs, so don't be afraid to carefully weight all your financing options. Last but not least, there are private investors and grants offered from private and public sources to entrepreneurs of all demographics and personal situations.



2. Human Resources - Employees

You might be tempted to go at it alone, but if you want to get your company off the ground, you'll need a team to back you up. Recruiting a team of motivated people who share your values will free you up to focus on scaling your business. That's why a dependable team is a basic business resource no entrepreneur can do without. Having a team will help you focus on the big picture while ensuring you have the help you need to deal with daily responsibilities.

The success of an organization is heavily reliant on the talent and strength of its employees. Hiring people with skills relevant to the needs of your business, experienced professionals with track records of excellence within their area of expertise, ensures that the mission and goals of the company will be achieved efficiently and with competence. Strong team members can be recruited using a variety of methods. You can visit staffing agencies, executive search firms, use online employment search platforms, social media, publish in the press about open spots in your business, from relatives, acquaintances and friends or the university career centers. Be sure to post your available jobs on job boards and on your website. Casting a wide net ensures you'll be able to choose from a diverse pool of candidates and select people who exceed your expectations. You can always hire a recruiter to take this task off your shoulders.

Keep in mind that you don't need to hire all the help you need. Outsourcing can be an option as well, especially when you start a small business.

3. Educational Resources - Knowledge

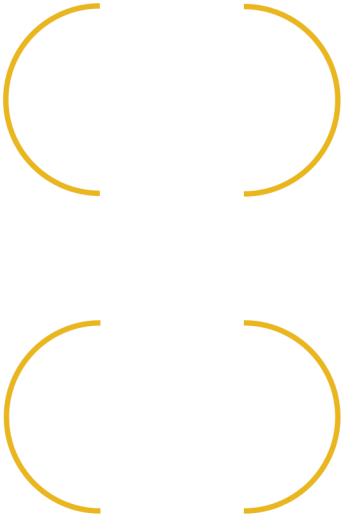
The truth is an idea isn't enough to make your business succeed – you need a plan backed by thorough research. Education should be central to your company, and new business owners can always benefit from learning more about their competition, audience, industry and product/service development. Perhaps the greatest thing an entrepreneur can do when establishing a new business is to gain as much education possible. By understanding the competition and gaining an in-depth knowledge of the industry, you will be better prepared to make smarter decisions regarding the direction of your firm.

Professional development is very important too, as great leadership is crucial to any growing business. Ongoing education will give you the knowledge and training you need to make your business a success.

Educational resources can be found through professional trade associations and online or not seminars that are implemented from time to time from various sources. Here are some ways to brush up on your business knowledge:

- Read books and publications that are relevant to your business and follow online publications and websites. Others in your field are sharing their expertise, and you can benefit from their experiences and knowledge.
- Attend classes, conferences, retreats and seminars whenever it's feasible. They can provide fascinating insights into new business trends and training to help you grow your company.
- Look into organizations such as the Small Business Administration, the National Federation for Independent Businesses (NFIB), SCORE and the U.S. Chamber of Commerce. These associations provide mentoring for new and established small business owners.
- Ask your mentors or industry experts you admire for business advice. They can help you identify areas that need improvement and offer possible solutions. Additionally, professionals with decades of experience under their belts can tell you about mistakes they've made in the past, so you can avoid them as you grow your company.

When small business owners reference books and seek help from mentors and other successful people in their industries, they can feel better prepared to run their businesses.



4. Physical Resources – Premises and equipment

Whether a small home business or a retail operation with multiple locations, every organization must have the appropriate physical resources to survive. It's common for entrepreneurs to run start-up businesses out of their homes. If that's what you're doing, the third business resource you should consider is a designated workspace with working telephone line, adequate information systems and effective marketing materials.

Whether you need an office or a store, it's important to purchase or rent a separate space that'll create a positive first impression. Virtual offices have their benefits, but clients, customers, and even future employees look for legitimacy in small businesses. A physical location shows that you've invested in your business for the long haul. It can also help you achieve your business goals by bringing your team together under one roof. When you're searching for a space, don't forget to consider the potential for expansion – your company will need ample room to grow. Your team will thrive in a clean, comfortable and safe setting where they can operate at their best. With a physical location, you'll probably notice improved accountability, collaboration and productivity among your team members. An exciting office or store can also be an excellent recruitment tool. People want to work in attractive, inspiring spaces where they can feel proud of what they do. So, if you haven't already, think about investing in a defined company workspace.

This aspect of business planning can be one of the costliest and this will determine the monthly budget of your business and can be the most expensive part. As such, it is important for an entrepreneur to realistically assess his needs before making any purchases.

5. Emotional Resources – Support team

Starting a business can be an extremely stressful time for an entrepreneur to undertake. Maintaining one's sanity and motivation is very important. That is why having a team composed by friends and family as well as a mentor or professionals in this area is quite needed. If you have issues that cannot be solved within the team that you created, there is a good chance that the people around you can help you see the problem in another way. A third person that is not involved in your business might be able to see more clearly and find a solution that you couldn't, or calm you down so you will be able to see it for yourself.

https://smallbusiness.chron.com/5-resources-need-succeed-start-business-23.html

https://www.invoicefactoring.com/factoring-blog/small-business/4-crucial-resources-needed-to-start-a-small-business

HOW TO MOBILISE RESOURCES?

Resource mobilization refers to all activities involved in securing new and additional resources for your organization. It also involves making better use of, and maximizing, existing resources. It is the process of getting resource from a resource provider, using different mechanisms, to implement your business' work in order to achieve your goals. It is a theory that is used in the study of social movements and argues that the success of social movements depends on resources (time, money, skills, etc.) and the ability to use them.

Why is this process so important?

It ensures the continuation of your organization's service provision to clients while supporting the organizational sustainability. It allows improvement and scale-up of products and services the organization currently provides. Organizations, both in the public and private sector, must be in the business of generating new business to stay in business.

Effective resource mobilization includes building valuable contacts and network, gathering interest, support and in-kind contributions, important for your business.

Some steps on planning effective resource mobilization are:

- Evaluate the need of resources
- Identify its type
- Locate the availability
- Effectively communicate and evaluate the quantity and quality of the required resources
- Identify the problems that may occur while mobilizing the resources, if needed.
- Arrange funds for acquisition of resources

https://healthcommcapacity.org/resource-mobilization-important/

https://www.youtube.com/watch?v=DjLISXtlNo4

https://www.youtube.com/watch?v=Mh4jthG8J3o

Below you will find a list of facts about resource mobilization so you will be better prepared when the time comes:

1. Organizations are not entitled to support; they must earn it.

2. Successful resource mobilization requires a lot of work and takes a lot of time.

3. If your organization needs additional revenue one year from now, start today!

4. Be ready, willing and able to sell your organization and the programs for which you are raising money.

5. Resource mobilization efforts should align with your organizational mission, objectives and strategic plan.

6. Resource mobilization is also about the needs of the (prospective) funder.

7. Understand the needs of your clients (target population/funders).

8. Be prepared to provide evidence-based results.

9. Your organizational performance today impacts your ability to generate resources tomorrow.

10. You must establish and maintain organizational credibility and reputation.

How to mobilise others?

You mobilized the resources, but you also must do something with your people. To mobilize/motivate them you have to:

- Give them a common mission, it will bring them together through shared values and a common goal.
- Focus on their strengths, everyone is different and if you place them to the proper department or give them tasks closer to their skills and competences, the productivity will be higher.
- Make them know they matter by showing them how they can help. Don't keep them without a task to complete, they will get bored and they will start to think that this job is not for them. If that happens, then the way back is not so easy.
- Include everyone in crafting vision, engage them if you expect them to be engaged, listen to their ideas and encourage them to give you feedback so you can all improve.
- Create channels for service. Communication channels are one of the top priorities in a business. People should feel that they work in a safe environment and that if they have a need, they will have a way to communicate it in order get the necessary support.
- Call people to rise up, encourage them to speak their voice, not only in the working space but in their life, build confidence by connecting the inexperience with the experience.

- Honor the effort and express gratitude in every way possible (verbally and with actions) along the way to the people working for/with you. That way people will put in even more effort and probably they will go the extra mile for you and your business.
- Offer training so that your business is surrounded by people up to date on their sector. Make your business work better and more effective by giving workers the chance to gain more skills and competences.
- Track results – tell everyone what's getting done. Every now and then make evaluation forms (preferably online and anonymous) so you can have the honest feedback for and from everyone
- You must celebrate success. Even the smallest one means that your work as a person or as a business paid off! So why not celebrate?

In general, it is important to create an environment that motivates and mobilizes teams. Leaders will recognize the impact of great coaching and mobilizing individuals is one of the key factors in the success of a company.

https://leadershipfreak.blog/2013/05/25/12-ways-to-connect-and-mobilize-people/
https://www.tacresults.com/article/how-to-mobilize-a-team/

Collaborative leadership and co-creation, value chains with suppliers

When representing collaboration's role in the change of the mindset, our conceptual choice is based on the argument that collaboration should be at the center of the skills that tomorrow's business workers and leaders possess in order to manage uncertainty, adaptability and creativity (Goldstein et al. 2010; Lichtenstein et al. 2006).

As Goldstein and others (2010, p. 1) suggest, innovations are not possible without creative collaboration and functional and flexible relations and networks.

Collaborative leadership has proved to have several attributes (Jäppinen 2012; Jäppinen & Maunonen-Eskelinen 2012):

- participation of all the people involved
- productive interaction and dialogue
- shared expertise
- flexible actions
- commitment to the common actions and responsibility for them
- negotiation in combining different interests
- multiform decision-making
- balance between confidence and control
- multiform evaluation.

Although collaborative leadership mainly indicates the mindset of a synergetic work, it surely also involves interactive (Goldstein et al. 2010; Schyns et al. 2011, p. 397). Thus, collaborative leadership is both thinking and doing, in this order. Actually, the process that generates collaborative leadership represents the cycle of turbulence and perturbance when the people turn towards each other and together respond to the disruption or crisis. In this way, they generate both new understanding and activities (Beabout 2012).

Ultimately, collaborative leadership refers to a continuous and conscious learning process when diverse individuals share common endeavors in engaging in a goal-oriented action and creating synergetic something novel from the existing constituents. The novel that arises is more than the sum of its parts. It will then serve as the root for disruptive innovations.

Collaborative leadership is not about traditional leading or managing but focuses on how a group of people working together in organizational contexts (Hutchins 1995; Surowiecki 2004). Companies also engage in co-creation projects because they want to them to foster the discovery of customer interest and value, which they can turn into innovation and competitive advantage.

The process starts with setting objectives and proceeds through four additional steps: selection of arenas, engagement with collaborators, choice of project tools and processes and defining contracts with stakeholders. Most co-creation objectives can be classified into one of three categories:

Generation	In these cases, the company's objective is to solicit ideas, suggestions or designs from customers and other stakeholders, through contests or open-ended appeals, for subsequent use in the design and development of products and services.
Refinement	Here, collaborators work with company representatives to refine one or more features of a target product or service, to help improve its physical performance, leading to a better customer experience.
Creation	Collaborators and the company's professionals, work together to develop a prototype of an entirely new product or service. In almost all cases the prototype needs additional refinement and improvement before it is ready for commercialization.

The outcome of combining collaborative leadership and co-creation will be a successful business that works smoothly with new ideas and content workers.

Customers do not look for goods or services, but for solutions that serve their own value generating processes. From the co-creation standpoint, a company's ability to create long-term value therefore comes also from being able to deliver the meaningful experience that consumers derive from the interaction between themselves and a brand in which they play a participative role, so as to engage and build long-term relationships with them.

Co-creation also implies that a company's internal value is created by managing a virtuous cycle of stakeholder expectations, successful brand delivery, satisfaction and loyalty that combine to generate sustainable and superior industry returns (Helm & Jones, 2010).

Then again, if a company goal is to produce the products in such a way that they have a greater value (to customers) than the original cost of creating these products, how can you change business inputs (e.g. money, suppliers, human resources, knowledge) into business outputs (finished product or service) so that they have a greater value than the original cost of creating those outputs?

Understanding how your company creates value, and looking for ways to add more value, are critical elements in developing a competitive strategy. Michael Porter discussed this in „Competitive Advantage" (1985), in which he first introduced the concept of the value chain.

A value chain is a set of activities that an organization carries out to create value for its customers. The way in which value chain activities are performed determines costs and affects profits. The value chain activities can be divided into two broader types: primary activities and support activities.

Primary activities relate directly to the physical creation, sale, maintenance and support of a product or service. They consist of:

Inbound logistics	This regards everything you do when receiving, storing, and distributing resources internally. Your supplier relationships are a key factor in creating value here. In fact, business relationships involve trust and commitment between suppliers and their clients in the value chain. It is better to abandon the antagonistic perspective between you and the supplier in favour of a more pro-active, value-generating perspective.
Operations	This concerns every activity you put in place to transform resources (inputs) into outputs that are sold to customers. Here, it's your operational systems – your company's unique way of doing things – that creates value. If your operational system works properly and effectively no matter who is doing and managing the work, then it is more valuable as a result.
Outbound logistics	This regards all the activities you carry out to deliver your product or service to your customer (e.g. collection, storage, and distribution systems), and they may be internal or external to your company.
Marketing and sales	These refer to all the processes you use to persuade clients to purchase from you instead of your competitors. The meaningful experience you give customers who interact with you, the benefits you offer and how well you communicate them, are sources of value here.
Service	This is about all the activities related to maintaining the value of your product or service to your customers, once it's been purchased.

Support activities reinforce the primary functions above. They are:

Procurement (purchasing)	What you do to get the resources you need to operate.
Human resource management	How well you recruit, hire, train, motivate, reward and retain your employees. People are a significant source of value, and you can create a clear advantage with good HR practices.
Technological development	Everything you do to manage and process information, as well as to protecting your company's knowledge base.
Infrastructure	These are your company's support systems, and the functions that allow you to maintain daily operations.

In the value chain, activities are not independent, but rather related by linkages within the value chain. Decisions made in one value activity may affect another value activity. Clear communication between and coordination across value chain activities are therefore just as important as the activities itself. Consequently, a company also needs to optimize these linkages in order to achieve competitive advantage. For this reason, for example, integrating your business workflows with both your Suppliers and your Clients can provide advantages to all parties in your supply chain, by promoting a quicker and more efficient delivery of products and services.

https://jyx.jyu.fi/bitstream/handle/123456789/42828/jappinencollaborativeleadershipcocreate2013.pdf?sequence=1&isAllowed=y

https://www.marketingjournal.org/collaboration-and-co-creation-the-road-to-creating-value/

https://www.researchgate.net/publication/48381285_Extending_the_Value_Chain_-_A_conceptual_framework_for_managing_the_governance_of_co-created_brand_equity

https://www.researchgate.net/publication/344374264_A_BRIEF_STUDY_OF_VALUE_CHAIN_AND_SUPPLY_CHAIN

http://accioneduca.org/admin/archivos/clases/material/value-chain_1564001043.pdf

BUILDING NETWORKS AND COLLABORATIONS

Co-founders and partnerships

The success of any business is pegged on its ability to create cooperative networks. Having a great and extended network helps you create a more collective and cohesive voice as a business.

There is a strategic planning process that should be used in order to make your work and life easier. It's the V-M-O-S-A process. That means Vision – Mission – Objectives – Strategies – Action plan

In order to have a good network and reach your business' goals in networking you have to follow the steps below.

1. You have to decide what is the Vision and Mission of your business in general. Knowing that will help you on what is really important for you and your business, giving others a quick view of what you want to accomplish.

Your vision communicates what your organization believes are the ideal conditions for your community – how things would look if the issue important to you were perfectly addressed. This utopian dream is generally described by one or more phrases or vision statements, which are brief proclamations that convey the community's dreams for the future. In general, vision statements should be:

- Understood and shared by members of the community
- Broad enough to encompass a variety of local perspectives
- Inspiring and uplifting to everyone involved in your effort
- Easy to communicate – for example, they should be short enough to fit on a T-shirt

Developing mission statements are the next step in the action planning process. An organization's mission statement describes what the group is going to do, and why it's going to do that. Mission statements are similar to vision statements, but they're more concrete, and they are definitely more "action-oriented" than vision statements. The mission might refer to a problem, such as an inadequate housing, or a goal, such as providing access to health care for everyone. And, while they don't go into a lot of detail, they start to hint – very broadly – at how your organization might go about fixing the problems it has noted. Some general guiding principles about mission statements are that they are:

- Concise. Although not as short a phrase as a vision statement, a mission statement should still get its point across in one sentence.
- Outcome-oriented. Mission statements explain the overarching outcomes your organization is working to achieve.
- Inclusive. While mission statements do make statements about your group's overarching goals, it's very important that they do so very broadly. Good mission statements are not limiting in the strategies or sectors of the community that may become involved in the project.

2. The next step is to find the Objectives concerning the network you want to build.

Once an organization has developed its mission statement, its next step is to develop the specific objectives that are focused on achieving that mission. Objectives refer to specific measurable results for the initiative's broad goals. An organization's objectives generally lay out how much of what will be accomplished by when. For example, one of several objectives for a community initiative to promote care and caring for older adults might be: "By 2015 (by when), to increase by 20% (how much) those elders reporting that they are in daily contact with someone who cares about them (of what).

There are three basic types of objectives. They are:

- Behavioral objectives. These objectives look at changing the behaviors of people (what they are doing and saying) and the products (or results) of their behaviors. For example, a neighborhood improvement group might develop an objective around having an increased amount of home repair taking place (the behavior) or of improved housing (the result).
- Community-level outcome objectives. These are related to behavioral outcome objectives but are more focused more on a community level instead of an individual level. For example, the same group might suggest increasing the percentage of decent affordable housing in the community as a community-level outcome objective.
- Process objectives. These are the objectives that refer to the implementation of activities necessary to achieve other objectives. For example, the group might adopt a comprehensive plan for improving neighborhood housing.

You have to decide on SMART objectives

- Specific (How much of what is to be achieved)
- Measurable (Information concerning the objective can be collected, detected, or obtained)
- Attainable (It is feasible to be implemented)
- Relevant (How these objectives fit in with the organisation's vision and mission)
- Time Bound (When exactly they will be achieved)

(e.g. reach 100 beneficiaries/stakeholders in the next 10 months, reach at least 5.000 followers on Instagram/Facebook/other social media or have 5.000 clicks on your website in one year)

3. You have to work on the Networking Strategy depending on your objectives and target group, meaning "who do you need to achieve your networking goals".

Strategies explain how the initiative will reach its objectives. Generally, organizations will have a wide variety of strategies that include people from all of the different parts, or sectors, of the community. These strategies range from the overly broad, which encompass people and resources from many different parts of the community, to the very specific, which aim at carefully defined areas.

Five types of specific strategies can help guide most interventions. They are:

- Providing information and enhancing skills (e.g., offer skills training in conflict management)
- Enhancing services and support (e.g., start a mentoring program for high-risk youth)
- Modify access, barriers, and opportunities (such as offering scholarships to students who would be otherwise unable to attend college)
- Change the consequences of efforts (e.g., provide incentives for community members to volunteer)
- Modify policies (e.g., change business policies to allow parents and guardians and volunteers to spend more time with young children)

4. The Action plan describes how the strategies will be implemented to accomplish the objectives. Who will do what, when, what obstacles may get in the way and how to overcome them.

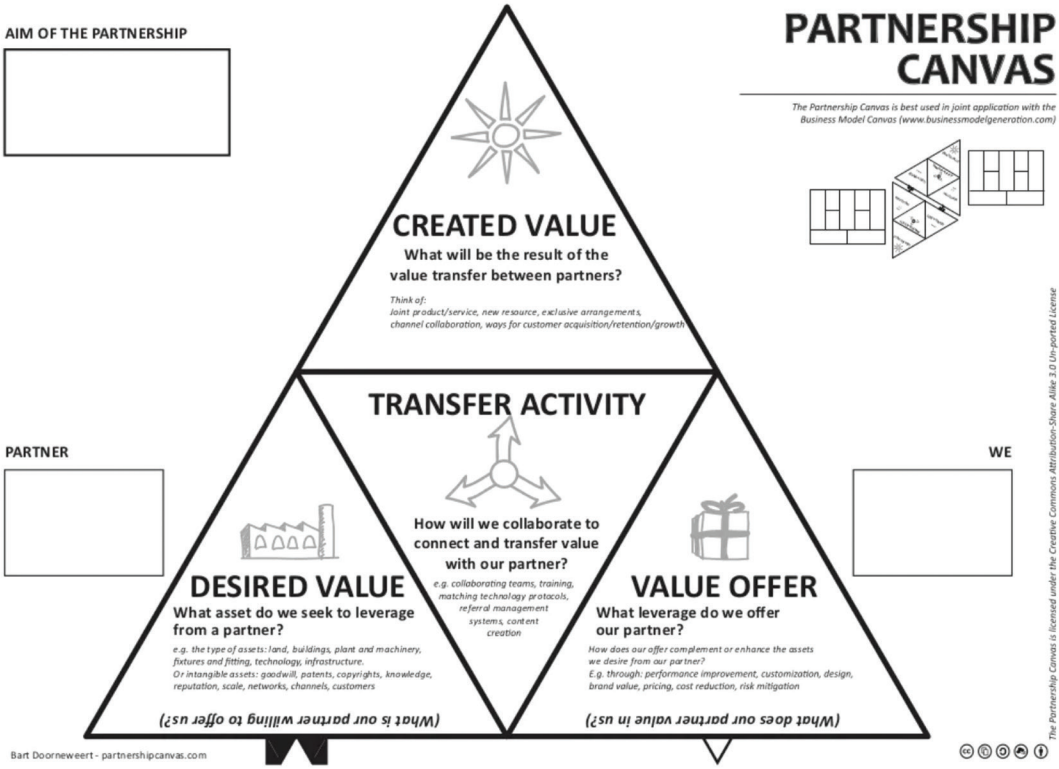
The key aspects of the intervention or (community and systems) changes to be sought are outlined in the action plan. For example, in a program whose mission is to increase youth interest in politics, one of the strategies might be to teach students about the electoral system. Some of the action steps, then, might be to develop age-appropriate materials for students, to hold mock elections for candidates in local schools, and to include some teaching time in the curriculum.

Action steps are developed for each component of the intervention or (community and systems) changes to be sought. These include:

- Action step(s): What will happen
- Person(s) responsible: Who will do what
- Date to be completed: Timing of each action step
- Resources required: Resources and support (both what is needed and what is available)
- Barriers or resistance, and a plan to overcome them!
- Collaborators: Who else should know about this action.

5. Developing the networking plan has already started with the previous steps but you also need to ask yourself who can help you by looking around you. Make a list of people you know: from your working environment (current or ex), from your friends, family members or neighbours, customers, clients, suppliers, people from your old abandoned address book and even from your personal social media accounts. Contact them and see if they are able to help you in any way in order to achieve your goals.

https://www.atlas101.ca/pm/concepts/vmosa-vision-mission-objectives-strategies-and-action-plans/



Source: https://www.slideshare.net/doorn018/partnership-canvas-27-full

What makes one partner?

A partnership is a sharing relationship that is not purely transactional. It is built on the combinations of value from businesses, which don't depend on paying each other for a service. Often the key drivers of a true partnership include:

- Acquisition of resources
- Optimization & economy of scale
- Reduction of risk & uncertainty.

The partnership canvas, a prototyping tool for modeling key business partnerships, will help you judge the potential from the onset.

What makes a partnership successful though?

Mutual respect within a partnership

To start with, partners need to respect each other, it's fundamental. If the respect is minimal or non-existent then the chances of the partnership falling apart are very high. If partners want the partnership to work, they will need to put their differences aside, respect each other and work together.

Sharing the same ambition, vision, and passion

Partners need to have a similar mindset on the task at hand, they need to have passion and ambition to continue with the partnership until success oozes out of their ears. This ambition, vision, and passion will help partners overcome any obstacles they come across.

Different skills of both partners which complement each other

Skill sets that differ but match are the best. One partner might be good with writing up contracts and paperwork, whilst the other might be good with managing and has great people skills. Even though these partners have different skills they can combine them by having their own roles, and actually teaching each other. Learning from each other will help in the long run to success.

Supporting each other's strengths and weaknesses

Being human, we all have our strengths and our weaknesses, which could limit us to what we can achieve. By partners supporting each other and using the limitations to their advantage, it can lead to growth and success. Weaknesses worked on, can soon turn into strengths. No matter what the limitations, support is the key.

Communication

The main key that will either break or strengthen the partnership is communication. Every aspect around the partnership involves communication, positive or negative. What is the point in being in a partnership if issues, or goals, or even thoughts about the future of the partnership aren't being discussed? A partnership might come to a point where there might be a bit of friction, parties not agreeing on certain aspects of the business or even stress, but this needs to be dealt with, and a neutral ground needs to be found. Try and communicate as often as possible.

Clear partner roles

In a partnership, two people should not have the exact same role, again due to a different skill set each person will have a role suited to their strengths, and the same role needs to help each person work on their weaknesses. This role needs to be clear to the parties in the partnership. This is so that not only one partner is under pressure and under stress. The stress and pressures need to be shared between the partners, it would not be fair if only one partner does all the work, whilst the other partner does the minimal and they both earn the same. The partner roles need to be set right from the start. Further along the line, with good communication, partnership roles can be adjusted or changed.

Goal setting

So, you have formed a partnership, and have set the initial goals and those have been achieved. What is next? Well obviously, setting more goals. Amid having a successful partnership, we forget that setting small goals are just as important as big goals. Always set goals, no matter how small or how big, write them down and communicate on how everyone can achieve that goal. Working together will help overcome obstacles, to achieve any goal.

Examples of great partnerships

Google is one of them. The founders of Google; Larry Page and Sergey Brin were students when they first met. In fact, they didn't get along so well and arguments and disagreements among them were common. Yet by overcoming their differences and learning from each other, they built one of the largest multi-million companies.

It's interesting to mention that most of the very well known, successful companies, were established through a partnership. These include Microsoft, Apple, and Twitter too.

Another great example is the Apple and IBM partnership. Apple with its friendly user interface and IBM with its enterprise level computing capabilities joined forces to create a new generation of software and apps for the use of big data and analytics by enterprise clients.

One of the latest successful partnerships is between GlobalVision and Esko. GlobalVision is a leading company in packaging and labeling quality control technologies and Esko (known as Esko Arts) is a graphic arts company that produces prepress software and hardware for packaging and labels. These two companies decided to work together by having Global Vision's Quality Control Platform integrated into Esko's Automation Engine. The integration provides an all-in-one quality assurance solution that runs as a smooth background process. This partnership has provided businesses which rely on their 'services', a better, more efficient way, to detect artwork errors, cut costs, and reduce risks.

https://leadchangegroup.com/what-makes-a-partnership-successful/
https://medium.com/@MuigaiSolomon1/a-guide-to-building-partnerships-8de9bcd6f5e

Create trust and manage conflict

Trust is mysterious and often elusive. No one can tell you exactly where it originates or how it develops. The trust process is incomprehensible. You can't fake it. You can't go through the motions or pay for it. There are seven concrete actions that build trust in a business environment. These actions build trust through communication, commitment and competence.

Demonstrate that you trust others.

One way to do this is to be generous and forgiving when someone else makes a mistake or disappoints you in some way. People who always jump to the worst conclusion about a person's competence or motivation inspire wariness, not trust.

Most people do not set out to be mean or stupid, so give them the benefit of the doubt until you have contrary information that proves you wrong. You will feel better about them, and they'll trust you for your generosity.

Create relationships that are mutually beneficial.

Customers, coworkers and employees all want to believe that they are making the right decision to work with you. Employees should feel good about taking ownership, which introduces an added measure of accountability and demonstrates the level of trust you have in them.

Directly address issues.

During a busy business day, it is easy to get distracted and become disconnected with what is happening on the front lines.

Trust develops from the first contact and extends through service delivery, implementation, care, and support. At each step, you can either damage or enhance this experience. That is why it is so important to deliver on promises and solve issues if you want to be trusted.

If you want people to trust you, you must care. Address complaints fast. Share information. Gain their confidence. Exude pride and passion about your business. Resolve conflicts quickly. These actions separate you from the pack, while also building and maintaining trust.

Tell the truth.

Let say that one more time for good measure - tell the truth.

Never assume that certain people cannot handle the truth. Be as honest with your employees and the people around you as you expect them to be with you. If you get caught in a lie, no one will trust you. You do not often get a second chance to make a first impression, so do not count on it.

Keeping your promises is also a part of telling the truth. Do not commit to a promise you cannot deliver. Think about what is realistic and do your best to live up to your word.

Be flexible and patient.

Be tolerant of mistakes, and do not be an inflexible judge. Meet the other person in the middle. Be considerate of events and negative experiences that may have affected one's ability to trust. Make exceptions to the rules when common sense dictates.

Remember, trust is built over time, especially when you deal with someone who is not fortunate enough to have experienced trust in his or her own life.

Respect their time.

To get people to trust you, you will be well-served to raise your awareness of other people's time, personal schedule and needs. This means you should:

- Promptly return phone calls
- Promptly reply to emails and thoroughly address all points raised
- Be on time for meetings, and log on to a scheduled call two minutes in advance of start time
- Hold fast to estimated call end times, and inquire if attendees are free to keep going

Deliver the unexpected.

The best way to deliver trust is to surprise and delight. Give them what they asked for, but on top of that, deliver more -- more service, more time, more convenience, and more sensitivity. Delivering more than they expect goes a long way and adds real value and trust. As a bonus, people will tell others about how you delivered more. This should net you more business.

„To be trusted is a greater compliment than being loved." - George MacDonald, 19th Century Scottish author and poet In business.

In other words, trust is about showing people that you care about them. In turn, they will care about and trust you.

Conflict management, also known as conflict resolution, involves having a workplace that precludes conflict and a management team that successfully handles and resolves workplace issues.

Different people use different methods to resolve conflict, and most people have one or more natural, preferred conflict resolution strategies that they use regularly. It is possible to scientifically measure an individual's inclinations toward specific conflict resolution strategies. There are five different approaches to resolving a conflict according to the Thomas-Kilmann model

Avoiding

Someone who uses a strategy of „avoiding" mostly tries to ignore or sidestep the conflict, hoping it will resolve itself or dissipate.

Accommodating

Using the strategy of „accommodating" to resolve conflict essentially involves taking steps to satisfy the other party's concerns or demands at the expense of your own needs or desires.

Compromising

The strategy of „compromising" involves finding an acceptable resolution that will partly, but not entirely, satisfy the concerns of all parties involved.

Competing

Someone who uses the conflict resolution strategy of „competing" tries to satisfy their own desires at the expense of the other parties involved.

Collaborating

Using „collaborating" involves finding a solution that entirely satisfies the concerns of all involved parties.

The Thomas-Kilmann model identifies two dimensions people fall into when choosing a conflict resolution strategy: assertiveness and cooperativeness. Assertiveness involves taking action to satisfy your own needs, while cooperativeness involves taking action to satisfy the other's needs.

Each of the conflict resolution strategies above involves different degrees of assertiveness and cooperativeness. For example, while accommodating includes a high degree of cooperativeness and a low degree of assertiveness, competing consists of a low degree of cooperativeness and a high degree of assertiveness.

To choose the best conflict resolution method in any given situation, you need to consider several factors, such as:

- How important your desires are.
- The impact on you or others if your desires are not served.
* The consequences of choosing to be more assertive.
- Whether a collaborative or cooperative solution exists.

Examples of conflict resolution skills that can help you include the ability to:

- Listen effectively.
- Identify specific points of disagreement.
- Express your own needs clearly.
- View conflict as an opportunity for growth.
- Focus on specific issues without generalizing or escalating the situation

RESOURCES FOR FURTHER READING

You can provide some resources for further reading

- https://smallbusiness.chron.com/5-resources-need-succeed-start-business-23.html

-https://leadershipfreak.blog/2013/05/25/12-ways-to-connect-and-mobilize-people/

- https://jyx.jyu.fi/bitstream/handle/123456789/42828/jappinencollaborativeleadershipcocreate2013.pdf?sequence=1&isAllowed=y

-https://www.marketingjournal.org/collaboration-and-co-creation-the-road-to-creating-value/

-https://www.atlas101.ca/pm/concepts/vmosa-vision-mission-objectives-strategies-and-action-plans/

-https://medium.com/@MuigaiSolomon1/a-guide-to-building-partnerships-8de9bcd6f5e

-https://www.myhrfuture.com/blog/2020/2/3/what-is-the-value-chain-of-employee-experience-framework

- https://www.inc.com/lee-colan/building-your-business-operating-system.html

-https://www.analyticsinhr.com/blog/hr-value-chain-essential-tool-for-adding-value-to-hr/

- https://www.reliableplant.com/Read/29326/value-chain-analysis

INSPIRATIONAL VIDEOS

- https://www.entrepreneur.com/article/276046

- https://climb.pcc.edu/blog/what-are-the-five-conflict-resolution-strategies

- https://www.youtube.com/watch?v=DjLlSXtlNo4

- https://www.youtube.com/watch?v=Mh4jthG8J3o

- https://smallbusiness.chron.com/5-resources-need-succeed-start-business-23.html

-https://leadershipfreak.blog/2013/05/25/12-ways-to-connect-and-mobilize-people/

- https://jyx.jyu.fi/bitstream/handle/123456789/42828/jappinencollaborativeleadershipcocreate2013.pdf?sequence=1&isAllowed=y

-https://www.marketingjournal.org/collaboration-and-co-creation-the-road-to-creating-value/

-https://www.atlas101.ca/pm/concepts/vmosa-vision-mission-objectives-strategies-and-action-plans/

-https://medium.com/@MuigaiSolomon1/a-guide-to-building-partnerships-8de9bcd6f5e

LEARNING SKILLS

Nowadays there are 4 learning skills:

- critical thinking
- creative thinking
- communicating
- collaborating

On the next pages there is a more detailed description of these 4 skills.

Critical thinking

Critical thinking is self-directed, self-disciplined, self-monitored, and self-corrective way of thinking. This skill concludes the ability of a person to:

- Recognize problems, to find workable means for meeting those problems
- Understand the importance of prioritization and order of precedence in problem-solving
- Gather and marshal pertinent (relevant) information
- Recognize unstated assumptions and values
- Comprehend and use language with accuracy, clarity, and discernment
- Interpret data, to appraise evidence and evaluate arguments
- Recognize the existence (or non-existence) of logical relationships between propositions
- Draw warranted conclusions and generalizations
- Put to test the conclusions and generalizations at which one arrives
- Reconstruct one's patterns of beliefs on the basis of wider experience
- Render accurate judgments about specific things and qualities in everyday life

https://en.wikipedia.org/wiki/Critical_thinking

Creative thinking

Creative thinking means looking at something in a new way. It is the very definition of "thinking outside the box."

- Analysis, the ability to examine things carefully to understand what they mean.
- Open-Mind, by coming to a problem with an open mind, you allow yourself the chance to think creatively.
- Problem Solving, using your creativity to solve important problems.
- Organization, an important part of creativity. You need to organize your ideas so that other people will be able to understand and follow through with your vision.

https://www.thebalancecareers.com/creative-thinking-definition-with-examples-2063744

Communicating

You need to have strong written and oral communication skills and to be able to understand a situation fully before thinking creatively about it. You also need to be a good listener. Further skills are:

- Choosing the most appropriate way to deliver a message, ranging from a face-to-face chat to a 400-page report.
- Evaluating messages, by deciding whether they are correct, complete, reliable, authoritative, and up-to-date.
- Listening actively requires carefully paying attention, taking notes, asking questions.
- Reading carefully in order to understand what a person is trying to communicate.
- Speaking in appropriate words, tone of voice, body language, gestures, facial expressions, and visual aids in order to convey ideas.
- Using properly technology, by understanding the abilities and limitations of any technological communication medium.

https://k12.thoughtfullearning.com/FAQ/what-are-learning-skills

Collaborating

Working with one or more people to complete a project or task or develop ideas or processes. In the workplace, collaboration occurs when two or more people work together towards a common goal that benefits the team or company. Workplace collaboration requires interpersonal skills, communication skills, knowledge sharing and strategy.

- Brainstorming as a group, getting together as a team to share ideas and ask questions as you move toward a decision is a great opportunity for collaboration. By sourcing ideas from several people, you can leverage multiple areas of expertise
- Collaborative communication and open discussion Open discussion gives each team member an opportunity to contribute and ensures all ideas are valued and respected. Instead of one person lecturing the rest of the group in a meeting, collaborative discussion requires each team member to participate and share their thoughts and opinions.

https://www.indeed.com/career-advice/career-development/collaboration-skills

SELF-ASSESS EXERCISES

Prior to Phase 3 :

- Have you had prior experience as an owner / operator of a small business?
- If so, what type of business?
- How long did you operate it?
- What were your primary responsibilities?
- If not successful, can you describe the primary cause of its failure?
- What concept do you wish to pursue for your business?
- What experience do you have related to this concept?
- Why do you feel you will succeed?
- Why do you wish to go into business for yourself?
- What are your primary goals for pursuing self-employment?
- What are the resources that you will need? (briefly describe them)
- Have you written a business plan before?
- What are your goals for the business in its first year?
- What financial / revenue goals do you believe are realistic for gross monthly revenues in the first year?
- Do you have an existing customer base and / or a prior history of recent sales through the concept you wish to pursue?
- How much do you believe it will take to facilitate a successful start-up (regardless of the source, the anticipated start-up costs)?

After Phase 3:

- What were some of the most interesting discoveries I made for my business plan?

- What were some of my most challenging moments and how I manage to overcome them?

- What were some of my most powerful learning moments and why?

- Before the module you wrote about the resources that you will need. Do you think you would change or add something in your answer and why?

SELF-ASSESSMENT KNOWLEDGE QUESTIONS

- What are the necessary resources for a business?
- What is a partner?
- What is the VMOSA strategic planning?
- What are S.M.A.R.T. objectives?
- What are the elements that you need to build a network?
- How can an entrepreneur create trust among the people in a business?
- What are the criteria of a good partnership?