

Innovation - ① NEW - product, ② method, ③ market ④ source

Psychological Theories of Entrepreneurship

- ① SELF EFFICACY THEORY - Control over one's behaviour, emotions etc.,
- ② LOCUS OF CONTROL THEORY - " " situations & experiences affecting him
- ③ SELF COMPETITION THEORY - Desire to improve oneself with time
- ④ AMBIGUITY TOLERANCE THEORY - Higher tolerance of ambiguity are more likely to succeed in face of adversities
- ⑤ PASSION THEORY - Diff. sources of passion for an entre to drive motivation

Essential team elements - Mutual goals, Mutual Accountability, Individual Commitment, Interdependent relationship

Theories and models of teamwork

Douglas Theories X and Y.

Theory - X

- ① inherent dislike of work
- ② force / threat to achieve organizational goals
- ③ prefers being directed to avoid responsibility
- ④ money / insecurity - primary motivation
- ⑤ limited creativity human beings

Theory - Y

⑥ Opposite of X.

ADAIR MODEL

1. Achieve the task
2. Build and maintain team
3. Develop the individual



Adair's view - Leadership exists at 3 diff levels -

- 1) Team leadership of teams of 5-20 people
- 2) Operational leadership - no. of team leaders report to 1 leader
- 3) Strategic leadership (accountability at all levels)

Stages of Team Formation

FORMING → STORMING → NORMING → PERFORMING

Awareness Conflict Cooperation Productivity

Team Roles

⑥ COORDINATOR - calm, practical, disciplined, enthusiastic, tolerant enough to listen to others but strong enough to reject them

SHAPER - directing attention to diversity, putting team to action, shaping outcome of group activities

GOLD PLAYER (PLANTS) : source of new idea generation
individualistic, serious minded, creature, good imagination, intellect, knowledge.

RESOURCE INVESTIGATOR : extroverted, enthusiastic, unassuming,
curious, communicative, stable, respond to challenge, identify
opportunities, good sense of timing
Weakness - liable to lose interest once initial fascination has
passed.

COMPANY WORKER / IMPLEMENTER

conservative, disciplined, dutiful, predictable, tough minded,
trustworthy, tolerant, practical common sense, hard working
Weakness - lack of flexibility: unresponsiveness to unproven
ideas, resistance to change.

MONITOR / EVALUATOR : sober, unemotional, serious minded, shrewd,
discernment, hard headedness

Weakness - inability to motivate others, slow / dry decision
making

TEAM MAN : socially oriented, mild, sensitive, understanding,
humble, trusting, good listener, good morale, respond to
people and to situations, promote team spirit
Weakness - indecisiveness at crisis

COMPLETER / FINISHER - painstaking, orderly, serious, self-controlled,
disciplined, follow through perfectionism, reluctance to let go

Winning Team -

- ① Strong personal commitment
- ② Performance ambitions & sense of purpose
- ③ Sense of fun
- ④ Self sufficient
- ⑤ Shared leadership

Leadership Function (ADAIR MODEL)

TASK FUNCTION - defining task, making plan, allocating resources, controlling quality & tempo, checking performance against plan, adjusting plan.

INDIVIDUAL FN - personal problem, praising, training etc.,

TEAM FN - setting standard, maintenance, team spirit

Types of Leadership

- ① AUTOCRATIC / AUTHORITATIVE ② DEMOCRATIC / PARTICIPATIVE
③ FREE REIGN : FREE CONTROL

MASLOW'S HIERARCHY OF NEEDS

Basic $\begin{cases} \text{① PHYSIOLOGICAL - food, water, warmth, rest} \\ \text{② SAFETY - safety \& security} \end{cases}$

Psychological $\begin{cases} \text{BELONGINGNESS \& LOVE - intimate relationships, friends} \\ \text{ESTEEM NEEDS - prestige, accomplishment} \end{cases}$

Self Actualization \rightarrow achieving one's full potential, ^{creative work}

HERZBERG'S MOTIVATION - Hygiene Theory

Two Factor Theory of Motivation

Satisfying

MOTIVATORS

Achievement
Recognition
Work
Responsibility
Advancement
Growth

HYGIENE FACTORS

Company policies
Supervision
Relationships
Work conditions
Remuneration
Salary
Security

Dissatisfying

Hygiene Stressors Eliminator

- Rectify petty and bureaucratic company policies
- Supporting team members without micromanaging them
- Supportive, non-toxic work culture
- Competitive salary within industry
- Meaningful work

Personality Type

- A - very restless, can do / needs result immediately
- B - very steady, no hurry in result

Personality Control Locus

Internal

- finds own mistake
- self control ✓
- developmental as introspection ✓

External

- others mistakes
- self control X
- detrimental as introspection X

5 constituents, Daniel Goleman,

- ① Self awareness
- ② Self Regulation
- ③ Motivation
- ④ Empathy
- ⑤ Social Skills

WHY STARTUPS FAIL?

- ① Building wrong product 1 lg - Intel
- ② " " team 1 lg - Flipba
- ③ Conflict b/w founders & lack of common vision
- ④ Lack of VVP (at least 4 VVP ✓) 1 lg - 8 tracks
- ⑤ Lack of persistence 1* lg - La Primus Consulting

- ⑥ CEO/Founder unable to make decisions
- ⑦ Failing to pivot / change dir (felt market fit gone wrong)
- ⑧ No mentors / advisers
- ⑨ Slow launch
- ⑩ No business plan
- ⑪ unaware of competitors, changing markets
- ⑫ Not raising funds at the right time
 - ↳ a) No time for experiment and analysis | eg. - HOUSEHOLD, COFF, TINY DOLL
 - b) Share dist. problem | eg. - Flipkart
- ⑬ Lack of Innovation
- ⑭ Wrong salary combination
- ⑮ Wrong combination of branding - market
- Branding - marketing depends upon,
 - ① target market
 - ② competitor
- ⑯ Tech infra
- ⑰ Cyber security
- ⑱ Growth decelerators eg. - incubator influence.
- ⑲ Financial Resources
- ⑳ Revenue gen.
 - ↳ fpl start focusing more on funding than business model
- ㉑ Govt policy, tax, regulation

Creativity - Ability to produce new and original ideas and things

Creativity

- enriches innovation, helps in generation of ideas
- can be mild, outlandish, impractical
- concerned with qty of input

Innovation

- innovation is the application of such ideas → faster, betterment, cheaper, more effective, ...
- practical, realistic, result oriented
- quality of output

creativity

screening
→
CRITERIA OF
EVALUATION

Innovation

INPUT -

- ideas
- day dreaming
- observing
- happenings
- brainstorming

OUTPUT

- results
- new
- better
- faster
- cheaper
- aesthetic

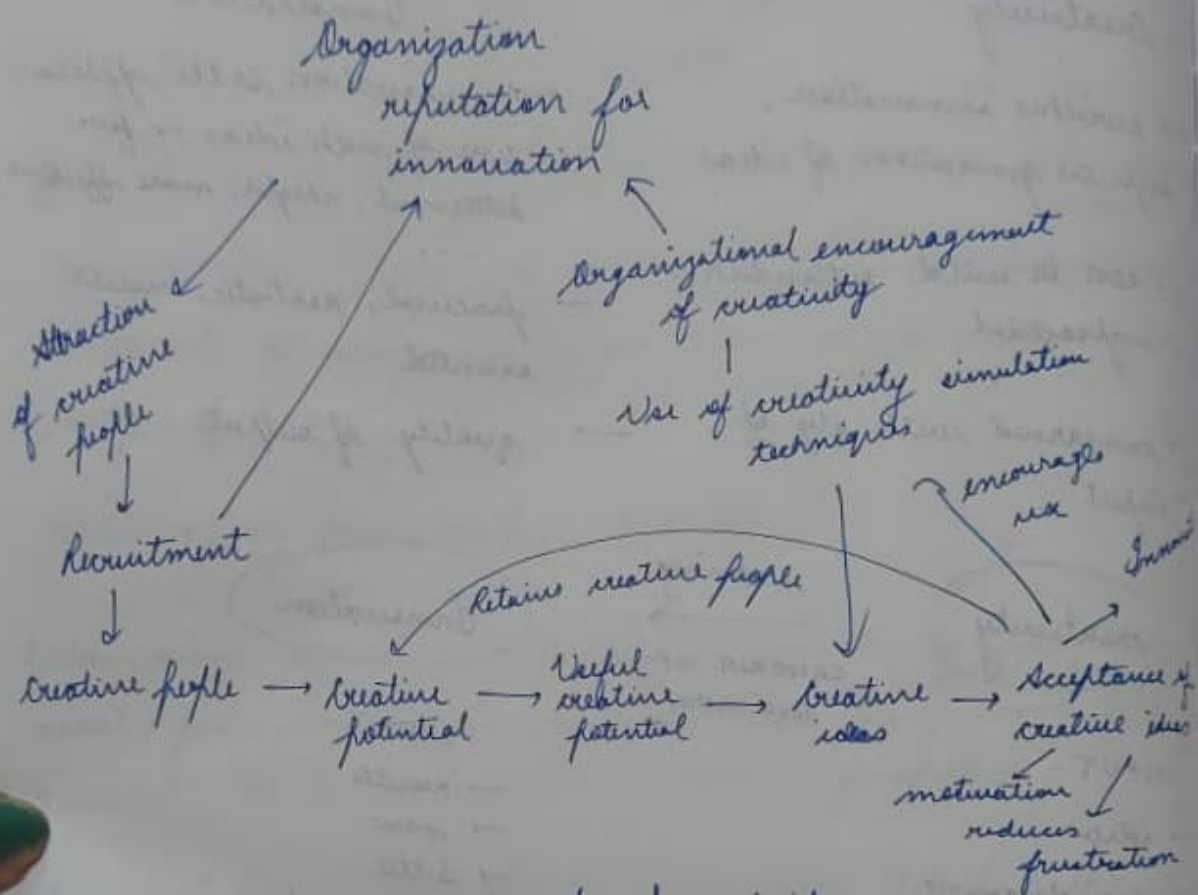
How org can be creative?

- creative people → receptive env. (to new ideas)
- use of creative problem solving techn

Creative process → ① Preparation - info, knowledge, field, interest
 ② Incubation - idea (from mind), free thinking, visualization
 ③ Illumination - sudden insight
 ④ Verification - details, conclusion, method of proof

Deeper functions

- Free thinking - allow mind to free flow
- Visualization - employ visual images in mind like dreams



Organizational encouragement of creativity -

- commitment, support
- psych. safety, freedom of exp. and action
- clear work standards, realistic requirements
- tolerance of failure
- adequate info and other resources
- exposure to new exp., ideas, dir.
- healthy comp
- +ve feedback
- creative time

R&D -

- relation b/w members and leader
- executive and management development programmes
- organizational development - training, team building, role analysis, survey feedback, quality circles
- training in imaging and creativity
- improve job - desc.

Barriers to creativity

- Individual
- Both
- Organization

Key to unlock creativity - observation, incubation, instruction, emotion, stimulation

Enhancing creativity

- Structured - logical thought process, formal info store
- Non-structured - imaginative thinking, non-structure manner

Structured

MORPHOLOGICAL ANALYSIS (Fritz Zwicky)

Method of systematically structuring and investigating the total set of relationships contained in multi-dimensional usually non-quantifiable problem complexes.

eg.- fdt. can be made with 3 types of material, 6 possible shapes, 4 types of mechanism. ($3 \times 6 \times 4 = 72$ ways)
few ^{comb.} already in use, few impossible, the ones left - prospective new fdt.

ATTRIBUTE LISTING

Analysis of fdt. or process into its basic elements. Writing down all the attributes of existing fdt., services and performing manipulations on these attributes. Above is an extend version of this. eg.- hammer - shape, size, fn, location

CHECKLISTS

Set of specific questions used by participants in problem solving situation to uncover clues for new solutions. Encouraging major responsibilities before abandoning research. Helps us think series of possible actions. List jotted in notes and used to simulate ideas.

GUIDED IMAGINATION

Makes use of imaging and imaginative power of human mind to review past, contemplate present, speculate about future. Gen. images of situation and mental picture of results of applying soln.

FORCED RELATIONSHIPS

Taking 2 or more unrelated principles together, jamming them into forced relationships.

Non-structured

BRAINSTORMING

Producing as many ideas as possible in a short time frame. Principle of free association / free wheeling. P. Ungoverned, wild, improbable, impractical ideas - permitting without attempting to evaluate them.

- Completely unstructured, based on free association.
- Ideal group - leader + 7-10 people of same rank or status

Leader's role - simplifying and focusing on the problem and develop a list of solns. used to priming the group when ideas slow down.

4 Rules of storming -

1. Criticism of idea X
2. Free wheeling ✓
3. Qty ✓, more ideas → more likelihood of finding soln.
4. Combination and improvement ✓ → create better ideas

Synectics - (J.J. William Gordon)

Problem solving technique which seeks to promote creative thinking among small groups of people of diverse expertise.

→ Recording the meeting → Analyzing the result → Experimenting with alternate ways of dealing with obstacle → success in meeting

Phases of synectics

→ DESCRIBE (present a problem)

→ DIRECT ANALOGY - suggest, select and explore (provide research & info, start questioning, explore possibilities)

→ PERSONAL ANALOGY - individual problem statement

→ COMPRESSED CONFLICT - suggest and choose (choose 1 problem)

→ DIRECT ANALOGY - select based on the chosen (question it & explore possibilities)

→ REEXAMINE THE ORIGINAL TASK - based on new insight (solve problem)