

THE RELUCTANT ENTREPRENEUR

UNLEASHING ENTREPRENEURIAL SPIRIT IN YOUR NFP



presented by the quintessential Reluctant Entrepreneur....
David Sharrock, Managing Principal of Sharrock Pitman Legal

David Sharrock is the Managing Principal of Sharrock Pitman Legal, a thriving Melbourne based law practice.

He is an Accredited Business Law Specialist and a nationally Accredited Mediator of disputes.

David has been a business lawyer and a commercial litigation lawyer of some 38 years standing.

For over 30 years, he has assisted not for profit organisations with their legal needs and has served on various not for profit boards viz: a community and emergency housing organisation, a community legal centre, community counselling centres, churches, a retail traders' association, a women's refuge, and educational facilities (primary, secondary, tertiary: state and national).

With a heart for developing highly effective leadership, David challenges leaders of businesses and not for profit organisations to: "be different and make a difference".

For this purpose, David facilitates a business club for business owners and managers and for CEO's and board members of not for profit organisations: *The School of Hard Knocks for Stressed Business People and Reluctant Entrepreneurs*.

For consultancy and public presentation purposes, David is the consummate Reluctant Entrepreneur with his catch cry: "Do what you think you can't!"

He hopes to soon complete his book about business success in the private sector and not for profit sector but is currently suffering from writer's block.

David has been married to Lynette for 38 wonderful years, they have 3 amazing adult children, and 2 adorable grand children.



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1. All NFP's need to stand out in their sector by

being different and making a difference!

2. How so? They are to become **ideas factories**

- infused with entrepreneurial and intrepeneurial spirit
- hungry for innovation and relishes creativity
- focussed on outward initiatives and diversification
- exploring new opportunities and new markets in new areas
- delivering new services....releasing new products
- embracing internal organisational change and improvement
- impacting the community for the common good
- offering greater hope for something better
- improving and even changing lives!

3. **My NFP needs entrepreneurial spirit, you say? But, entrepreneurs get such very bad press!**

- empire building
- ego driven
- focus on dollars \$\$\$\$
- maverick behaviour
- cavalier attitude
- "fail fast, fail often"
- The segway was an entrepreneur's dream but a consumer nightmare! Beware!

4. **For an NFP to be different and make a difference, entrepreneurship must be decidedly different....and so, along comes the....**

Reluctant Entrepreneur

What beats deep within any reluctant entrepreneur in contradistinction to typical entrepreneurs?....

- purpose driven.... not ego driven
- trustworthy, concerned and caring.... not brazen, cavalier and reckless
- people, their needs and community benefit.... not empire building, dollars and profit
- responsible and considered decision making.... not high risk taking
- firm and decisive....not aggressive and confrontational



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5. And scratching the surface of any Reluctant Entrepreneur, you might find the following internal urgings

- diffidentnot 'bold as brass'
- inadequate... not invincible
- tentativenot absolutely certain
- mindful of weaknesses
- not into extravagance
- fear of bankruptcy
- my accountant worries me
- my banker makes me nervous
- debt is a four letter word
- don't wanna crash through or burn
- loved my grandma and don't wanna crawl over her grave
- don't wanna do jail time!

6. Musings of a Reluctant Entrepreneur

Entrepreneurs ... even reluctant entrepreneurs...have certain traits which are caught not taught (see handout for a fuller version of these traits):

- Ideas tumble around
- Seeks opportunities
- Creative
- Energetic
- Optimistic
- Uncertainty and failure are okay
- Takes (calculated) risks
- Dissatisfaction with the status quo
- Fights
- Good communicator
- Influencer
- Likes winning

7. How entrepreneurial or intrepeneurial are you today?

- Please complete the separate self-assessment tool.



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8. Unleashing social entrepreneurship

There are two keys:

- Everyone has creativity.... it just needs unlocking
- Everyone gets ideas.... they just need extraction!

A vibrant entrepreneurial and intreprenurial spirit is to pervade the whole of your NFP so that it becomes an ideas factory, having an appetite for innovation, infused with new ideas, seeking out new opportunities, exploring new initiatives, discovering new markets, delivering new services, and providing new products.

Remember, to experience and achieve all of this, your NFP must

9. Be different and make a difference!

How so?

A. From the outset and at leadership level:

Do an honest and full appraisal of the past and present of your NFP

- Where have you come from and where are you at?
- Do a SWOT
- Re-visit your values, purpose and culture

Decide upon your preferred future as an NFP

- Re-visit and re-set your 5 year vision

Start intentionally changing your collective mindset throughout your NFP

- Discuss change at every level to create a restlessness for a better future
- "The status quo doesn't cut it"
- "The past is past so let's lose it"
- "Same old, same old"
- "Where do we want to head?"

Adapt business solutions, techniques, strategies from the private sector to address social issues



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B. At leadership level, encourage and release your CEO to become a Reluctant Entrepreneur!

- CEO turns into a reluctant entrepreneur
- CEO is CIO (Chief Ideas Officer)
- CEO is change agent
- CEO challenges the status quo
- CEO facilitates intreprenurial spirit
- CEO is a highly effective leader
- CEO's role and responsibilities broaden
- CEO gathers data and explores new opportunities and market trends to diversify
- CEO appoints Senior Management for their intreprenurial antecedents
- CEO reports as CIO to the Board on innovation, creativity and entrepreneurship

C. On the Board, do a shift of focus, direction and function

- Board members are entrepreneurial enthusiasts
- Board members are participants not observers
- Board members are intreprenurs too!
- Board members cheer on the CEO and Senior Management Team
- Board meetings have a new agenda item: innovation, creativity and entrepreneurship
- Board meetings can include brainstorming for ideas, with rules of engagement (see handout)
- CEO reports to Board meetings on innovation, creativity and entrepreneurship
- The Board ensures a balanced approach by the CEO/CIO as reluctant entrepreneur
- New Board members are recruited and established Board members are re-appointed for their entrepreneurial or intreprenurial antecedents
- The Board appoints the CEO/CIO and Senior Management for their entrepreneurial or intreprenurial antecedents
- The Board rewards the CEO/CIO and Senior Management for their entrepreneurial and intreprenurial ideas, successfully implemented

D. Your NFP becomes an 'Ideas Factory' of intreprenurs

- Ideas Factory meetings, not just business meetings
- CEO as CIO chairs these meetings, inspiring innovation, creativity and entrepreneurship
- The team brainstorms for new ideas, with rules of engagement (see handout)
- New ideas rewarded for successful implementation
- Ideas for internal or external benefit
- Team members work both as technicians and as intreprenurs in an Ideas Factory
- Team members are recruited and promoted for their intreprenurial antecedents
- Entrepreneurship infuses policies, protocols and communications
- Entrepreneurial and intreprenurial spirit is unleashed across all levels of your NFP



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10. And how intreprenurial is your NFP today?

Please complete the attached self assessment tool

11. The end result is that everyone benefits from your NFP being entrepreneurial and intreprenurial:

Internally:

- Over time, your NFP becomes different and makes a difference
- Culture is reshaped
- Attitudes change
- All fully engaged
- Energy released
- Internal processes change
- Productivity, efficiency and effectiveness increase
- Everyone united, with conflict reduced
- New markets, services and products
- The CEO becomes a consummate Reluctant Entrepreneur!

Externally:

- Your NFP partners or joint ventures with other NFPs to conduct trade and social enterprise for mutual support
- Stakeholders experience the difference
- Your NFP makes a positive difference to stakeholders with better value and benefit
- Your NFP diversifies into new areas with new initiatives
- Stakeholders get new and improved services and products
- Your NFP builds community around a common cause
- The most pressing social issues are tackled effectively
- The local community impacted for the common good
- Your NFP becomes a messenger of hope
- Your NFP even transforms lives!

12. Overall, NFP entrepreneurial and intreprenurial spirit can be transformational!

Just watch out for the segway!



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The Reluctant Entrepreneur thanks you and reminds you:

"Do what you think you can't!!"

This presentation is made by
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The Reluctant Entrepreneur is happy to assist with:

- consultancy services for the CEO's and Boards of businesses and not for profit organisations on management and strategic direction issues
- keynote presentations or workshops at conferences, seminars and retreats for businesses and not for profit organisations, on the following topics:
 - Developing highly effective leadership
 - Creating vibrant workplace culture
 - Building high performance teams
 - Unleashing entrepreneurial spirit
 - Delivering exceptional customer service
 - Discovering vision, purpose and values
 - Planning, goals and strategy
 - Accelerating trust
 - Branding, marketing and business development



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