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Whom to rely upon to **implement change**?

The challenge

Many executives and managers complain about having too few entrepreneurs in their teams. Finding employees able to initiate new projects and successfully see them through is one of the keys to success, isn't it? This disappointment often results from a flawed vision of the notion of entrepreneur. An entrepreneurial spirit can indeed manifest itself in many different ways, all useful and complementary. Rather than looking for one ideal theoretical profile, learn to identify all types of entrepreneurs in your teams.

Four typical entrepreneurial profiles

There are different styles of entrepreneurs, able to play a driving role in different contexts. Learn to identify the behaviors that reveal one or other form of an enterprising spirit.

Shows strong personal dynamism

- Who makes proposals, readily leaves the beaten track?
- Who doesn't hesitate to call into question rules, standards and habits?
- Who has the energy and the courage to implement his/her ideas?

The reorganizers

Always trying to do **better** with less, these people will back you up if you want to change the way of doing things.

Give them a chance to observe internal processes, and support them.

The explorers

Always looking for new avenues for development, they will help you to discover new markets, imagine innovative offers...

Know how to protect them from the many opponents their inventiveness bothers.

Turned inward

- Who drives improvements in processes, changes in organization?
- Who knows perfectly the formal and informal workings of the organization?

The catalysts

Champions of internal change, there is no one like them to convince others to **implement** it and maintain

to **implement** it and maintain their motivation.

Keep them informed and set aside time for them to discuss with everyone.

The ambassadors

At the centre of a large network of partners, they know how to help the organization seize opportunities.

Give them the power to represent your organization on the outside.

- Who is a natural leader, perceived as charismatic, gets his/her colleagues on board?
- Who knows how to make a project credible, reassure as to its feasibility?
- Who has a large network of relations?

Is able to motivate

Turned outward

- Who is always looking for opportunities for products and services, partnerships, new activities?
- Who gets his/her ideas from a perfect knowledge of the customers and how the market works?