

# Social Entrepreneurship and Behavioral Health – Succession Planning

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# Challenges Facing Service Providers

- Limited financial resources
- Difficulty in attracting/retaining talent
- Business operations must equal quality of clinical operations
- Identifying where leaders come from within an organization

# A Successful Entrepreneur is...

“... one who is able to generate individual and community wealth by developing a business asset, and can do this repeatedly under a variety of circumstances. This requires that an entrepreneur consistently overcome the obstacles faced in obtaining and using the resources required to start, grow, and sustain a business.”

- Lyons, Lichtenstein & Kutzhanova (2007)

# Other Explanations for Entrepreneurship Success

- Traits theory (Greenberg and Sexton 1988; Huefner and Hunt 1994; Kassicieh, Padosevich, and Banbury 1997; Schumpeter 1991) – no consistent evidence of unique entrepreneurial characteristics
- Behavioral theory (Block and MacMillan 1985; Gartner 1989; Carter, Gartner, and Reynolds 1996) – ability of entrepreneurs to learn and adapt is missing

## Recent Research Suggests That...

- Entrepreneurs learn from others (Cope 2005)
- Opportunity recognition may be a systematic process that can be learned (Fiet 2002)
- Successful entrepreneurs create opportunities by “starting with who they are, what they know and whom they know.” (Sarasvathy 2008)
- Developing entrepreneurs is about developing skills (Smith, Schallenkamp & Eichholz, 2005; Lichtenstein and Lyons 2010)
- Social skills are essential to entrepreneurship success (Baron & Markman, 2000).

# Entrepreneur Skill Theory (EST)

- Entrepreneurs are successful to the extent that they have the necessary skills;
- These skills are definable and measurable;
- They include *both* “hard” and “soft” skills;
- Entrepreneurs come to entrepreneurship at different levels of skill;
- Entrepreneurship skills can be developed.

## Our Definition of Skill

The ability to perform a particular action or task on a consistent basis, at a high level of performance, without a great deal of conscious thinking or attention, to achieve a desired outcome (Lichtenstein & Lyons, 2010).

## Observations about Skill Levels

- Entrepreneurs at each skill level vary by conception of their businesses, timeframe in which they operate, ability to delegate, span of control, ability to abstract from concrete reality, scope of experiences and the way they categorize them
- Higher skill levels represent greater ability; not necessarily greater intelligence
- *Everyone* starts at Level 1
- Distribution of skills tends to be a pyramid





**RISE**

# The Readiness Inventory for Successful Entrepreneurship (RISE) for Social Entrepreneurship

Thomas Lyons PhD

John Lyons PhD

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# What is the RISE?

- A web-based tool for assessing an individual's entrepreneurship skills
- Uses the Communitmetric approach to assessment (like CANS)
- Measures skills drawn from multiple disciplines
- Assesses 33 skills across four skill dimensions

# Skill Dimensions of the RISE

- **Transformation Management** – the skills of creativity and innovation
- **Relationship Management** – the skills of networking, partnering, etc.
- **Business Management** – the skills of business
- **Organizational Process Management** – the skills required to sustain and grow an organization

# Entrepreneurship Skill Development Levels

Skill Dimension/ Level	Transformation Management	Relationship Management	Business Management	Organizational Process Management
Level 5	Exceptional	Exceptional	Exceptional	Exceptional
Level 4	High	High	High	High
Level 3	Medium	Medium	Medium	Medium
Level 2	Low/Medium	Low/Medium	Low/Medium	Low/Medium
Level 1	No/Low	No/Low	No/Low	No/Low

# Skill Ladder



Level 5



Level 4



Level 3



Level 2



Level 1



# Entrepreneurial Skills Can Be Measured

- Communimetric Assessment Tool
- Uses numeric ranges
- Can track changes in skill within a skill level and across skill levels
- Administered by a trained diagnostician (usually a coach) or taken by an individual entrepreneur
- Over past ten years, the forerunner to the RISE (the ELSA) has shown tremendous inter-rater reliability

# Demonstration of the RISE

- How the Site Works



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readiness inventory for successful entrepreneurship

# Readiness Inventory for Successful Entrepreneurship

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## COMMERCIAL ENTREPRENEURS EVALUATION

Date Form Completed:

### TRANSFORMATION MANAGEMENT SKILLS

	0	1	2	3	
Leadership ?	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Problem Solving ?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	
Persistence /Relentlessness ?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	
Passion ?	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Flexibility ?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	
Knowledge ?	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Creativity ?	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Innovation ?	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Resiliency ?	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Resourceful ?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	
Self Awareness ?	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	

### RELATIONSHIP MANAGEMENT SKILLS

	0	1	2	3	
Accountability ?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	
Networking Capacity ?	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Leveraging Existing Partnerships ?	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	



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## COMMERCIAL ENTREPRENEURS EVALUATION

Date Form Completed: 10/13/2014

## TRANSFORMATION MANAGEMENT SKILLS

	0	1	2	3	
Leadership ?	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Problem Solving ?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	
Persi	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	
Passi	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Flexibility ?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	
Knowledge ?	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Creativity ?	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	
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Resiliency ?	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Resourceful ?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	
Self Awareness ?	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	

Describe a situation in your work in which you faced a challenge and had to create a solution. Was this easy to do? Why or why not? If you don't have such a situation from the work setting, provide an example from another area of your life.

## RELATIONSHIP MANAGEMENT SKILLS

	0	1	2	3	
Accountability ?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	

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## COMMERCIAL ENTREPRENEURS EVALUATION

Date Form Completed: 10/13/2014

### TRANSFORMATION

Leadership ?

Problem Solvin

Persistence /Re

Passion ?

Flexibility ?

Knowledge ?

Creativity ?

Innovation ?

Resiliency ?

Resourceful ?

Self Awareness

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### 2. Persistence/Relentlessness

- 0 The individual does not show persistence in the face of challenges. He/she tends to move to new projects when he/she decides a current project is not going to work. His/her threshold for such decisions is low.
- 1 The individual has limited persistence. He/she will try multiple times with the same or different strategies to overcome challenges.
- 2 The individual is persistent. He/she will try multiple times using different strategies in order to be successful. He/she will be hesitant to ever give up on a challenge.
- 3 The individual is relentless. If he/she sets his/her sites on an objective, they will do everything in their power to succeed. He/she will never quit in the face of adversity. In fact, the individual uses adversity to motivate herself/himself to work through challenges.

### RELATIONSHIP MANAGEMENT SKILLS

Accountability ?  0  1  2  3

Networking Capacity ?  0  1  2  3

Leveraging Existing Partnerships ?  0  1  2  3

# Concepts From Behavioral Health

- Benefit of having fundamental CANS knowledge (scoring is more cumulative)
- Shared decision making
- Process of getting acclimated to RISE is often an exploration in self-awareness
- Address performance that would normally be ignored
- Change over time reporting to help identify progress

# Impact to Organization

- The pilot covered a 7 month time period and continues today
- 5 Behavioral Health Entrepreneurs
- Entrepreneurs and coaches represented the management team at small-medium treatment foster care agency in Maryland (Kennedy Krieger)
- Purpose: assess the impact of using a standardized tool to develop entrepreneurial skills as part of a strategic plan to develop leadership and business acumen from within the organization

# Average Score Comparison

## Entrepreneur Average

- Time one = 53
- Time two = 57

## Coach Average

- Time one = 61
- Time two = 64

# Transformation Management Skill Level

## Entrepreneur

- Time one = 3.3
- Time two = 3.6

## Coach

- Time one = 3.7
- Time two = 4.2

# Relationship Management Skill Level

## Entrepreneur

- Time one = 2.9
- Time two = 3.8

## Coach

- Time one = 3.8
- Time two = 3.8

# Business Management Skill Level

## Entrepreneur

- Time one = 2.3
- Time two = 2.8

## Coach

- Time one = 3.2
- Time two = 3.3



# Organization Process Management Skill Level

## Entrepreneur

- Time one = 3.1
- Time two = 4

## Coach

- Time one = 4
- Time two = 4

## Participant Experience

- Provided opportunities for personal growth
- Allowed me to be vulnerable
- It was collaborative but individualized
- Allow me to experience what families feel at some level
- Provided guidance and structure

# Barriers to Implementation

- Creating additional time
- Making 'me' a priority
- Creating and Implementing an action plan

## Next Steps

- Expand the use of the tool within the organization
- Identify and reduce barriers
- Develop and implement common language across all levels