

# LARRY'S EN PETER'S ENTERPRISE

Fellow students Larry Albright and Peter Verne have invented a patient-friendly, AI-based robot that comforts and emotionally reassures patients during hospital admission. The robot is easy to sterilize and easy to install by hospital staff. Without bothering the patient, the robot can also record certain important measurements with a medical logbook. After a series of test copies were released, the instrument quickly became very popular.

They set up their company: Trusty.

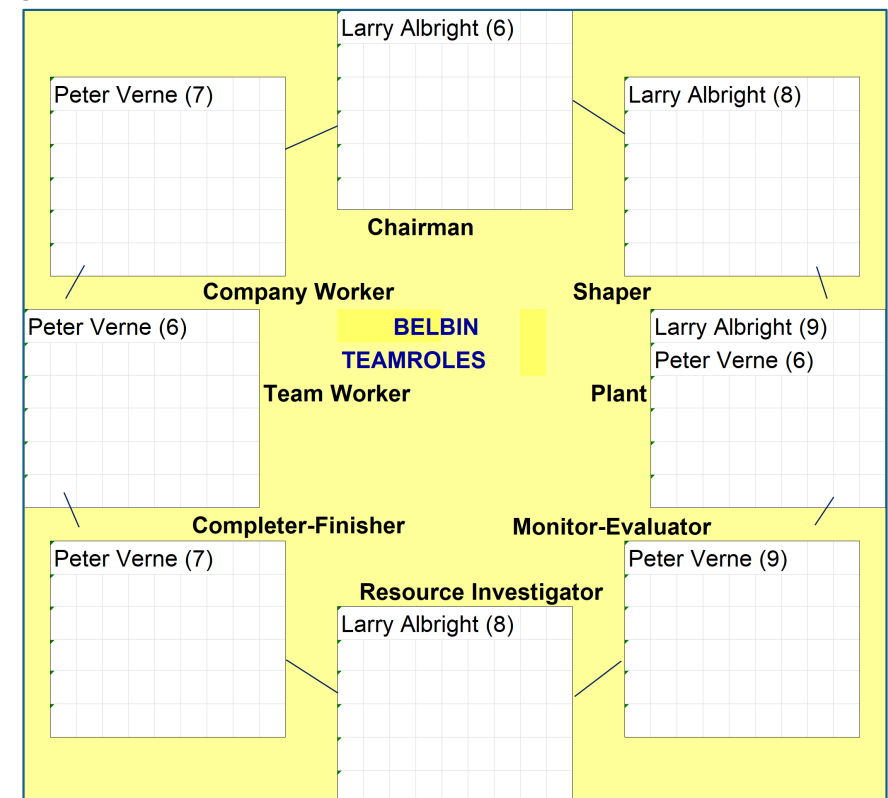
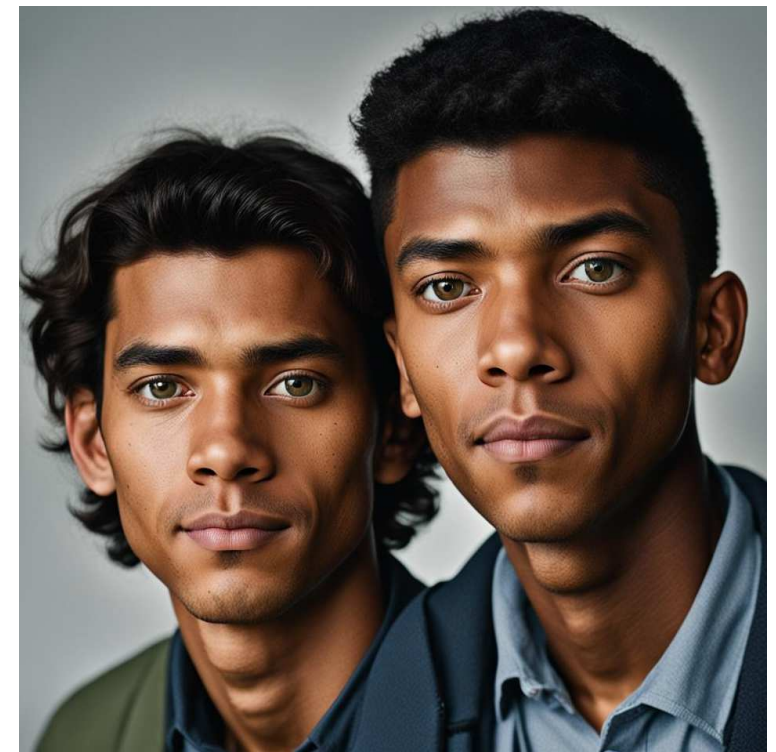
Initially, when success in the market was not yet so clear, Larry and Peter always hired workers. But now it has become clear that their Trusty business needs to be scaled up and that they need a good management team to structure and grow the business in a controlled manner. Larry and Peter already have a good idea of how the product and service range should be expanded.

It is clear that Larry and Peter are now looking for colleagues who can fit into Trusty's Management Team. It must be a team that is complete and with sufficient diversity.

But above all, it must function well, just as Peter and Larry have functioned very well together so far.

Yes, that is their feeling, but you can also verify this from the Belbin Team Roles Model. They can operate in a very complementary manner. All 8 Belbin roles are well filled. The Plant role is covered by both, although Larry is really the most creative with a score of 9. Larry is also Chairman, Shaper and Resource Investigator.

And Peter fulfills all other roles, the Company Worker, Team Worker, Completer-Finisher, and Monitor-Evaluator.



# SCALE-UP ATTENTION AREAS

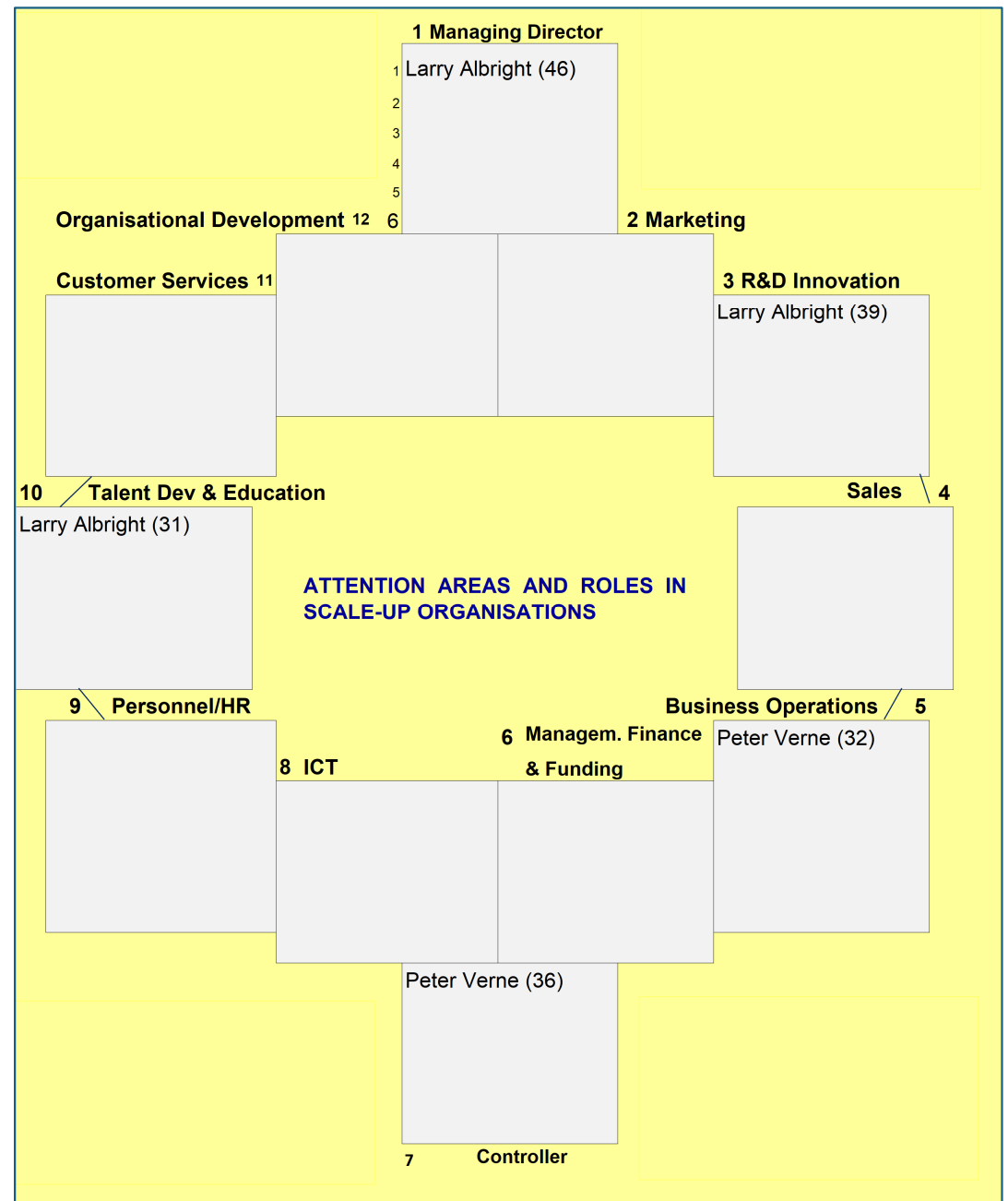
To lead and manage a growing (Scale-Up) organization, a Management Team is needed that is not only complete as a team (the Belbin role model), but that also manages twelve areas of interest.

Larry and Peter together cover five areas: Management, R&D Innovation, Business Operations, Controller and Talent Development/Training.

So, colleagues need to be found for 7 other areas:

Marketing, Sales, Management Finance & Funding, ICT, Personnel/HR, Customer Services and Organizational development.

Larry and Peter's assignment to themselves: Find a number of suitable candidates for these 7 focus areas.



# CANDIDATES FOR ROLES IN THE MANAGEMENT TEAM OF TRUSTY



Hannah Style

Hannah has based her career on the diet of vulnerable people, advocating for the nutrition of people suffering hardship. She registered as a dietitian in 2014 when she started her career in the NHS. In 2015, she founded FEAST With Us (FEAST) as a grassroots initiative with the view to bringing nutrition science to helm of the charity sector. Since this time, she registered FEAST as a charity which now serves a large population of people vulnerable to food insecurity across North and East London boroughs. Currently, she clinically specialises in Learning Disabilities and Mental Health, and is conducting research in partnership with UCL exploring the nutrition status of homeless people residing in temporary accommodation.



Catharine Jackson

I have enjoyed over 30 years' experience of working with D/deaf, deafened, hard of hearing and deafblind individuals as well as with people who had other disabilities and/or additional long term health conditions. Over the last 5 years, I have predominantly been involved in employability issues and in recent times have secured a strategic role under the Edinburgh and South East Scotland City Region Deal. Previously, I have engaged in a number of progressively developing positions both here in the UK and abroad across the private, public, voluntary and charitable sectors which include:



Anna Nieman

I am a user-centric strategic thinker, skilled in crafting digital content solutions that successfully answer current business needs while anticipating and modeling the scale. I combine a multi-discipline approach to content strategy with subject matter expertise to bring complex concepts to life through cross-team collaboration.





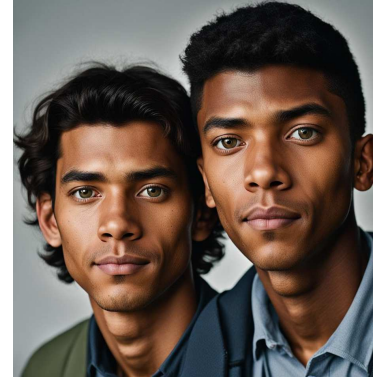
Hannah Style



Catharine Jackson



Anna Nieman



### Dominant Leadership Styles

Team player (31,5)	Entrepreneur (46)	Strategist (38)
Coaching leader (31)	Developer (44)	Concept developer (36)
	Democratic Manager (43)	Problem solver (35)
	Problem solver (43)	
	Mobilisor (42)	
	Directive manager (41)	
	Communicator (41)	
	Teambuilder (41)	

### Strong Competences

Interpersonal Sensitivity (8)	Initiative (10)	Career and Self-Development (10)
Developing others (8)	Career and Self-Development (10)	Commercial Orientation (10)
Customer Service Orientation (7)	Innovation (10)	Impact (9)
Concern for Excellence (7)	Strategic Perspective (10)	Persuasiveness (8)
Problem analysis (7)	Flexibility (10)	Initiative (8)
Cross cultural Awareness (7)	Providing Direction (10)	Self-confidence (8)
Teamwork (7)	Execution (9)	Innovation (8)
Motivating others (7)	Persuasiveness (9)	Strategic Perspective (8)

## The complete team

BELBIN TEAM ROLES					Chairman	Shaper	Plant	Monitor-Evaluator	Resource Investigator	Completer-Finisher	Team Worker	Company Worker
Team A												
1	18	Hannah Style			5	4	6	6	5	7	6	7
2	33	Cathrine Jackson			9	9	10	6	7	2	4	3
3	63	Anna Nieman			6	9	8	7	5	4	4	5
4	94	Larry Albright			6	8	9	4	8	1	4	1
5	95	Peter Verne			5	3	6	9	2	7	6	7



# THE 12 ATTENTION AREAS IN SCALE-UP ORGANISATIONS

1	<b>Managing Director</b>	The Managing Director of the Scale-Up enterprise is the representative of the company to the outside world. As the helmsman of the organisation and the chairman of the Management Team he/she inspires the staff members and all people involved with a sense of direction. He/she is an excellent networker with strong persuasiveness and vision.	7	<b>Controller</b>	The Controller in the Scale-Up enterprise has a crucial role in bringing about the information circulatory system of the organisation. Bookkeeping is but one of the issues. Moreover, his/her role also includes the 'implant' of performance indicators, that enable to Management Team to follow progress and effective keeping the finger on the pulse. And, last but not least, leading the administrative process and personnel.
2	<b>Marketing</b>	Marketing, as an area of attention in a Scale-Up company, includes the acquisition and strengthening of knowledge about the market, while positioning the company and its products/ services in that market. For the infant enterprise, this means to find a way how to penetrate in the current chain, competing with well settled parties and/or the creation of a new market.	8	<b>ICT</b>	ICT-leadership means the responsibility for the development and maintenance of the information systems that supports the organisation's functioning. It not only includes financial systems, goods information systems, personnel information systems, but particularly also the information systems that make it possible for the leaders to come to the right conclusions and decisions.
3	<b>R&amp;D Innovation</b>	The domain R&D Innovation covers the process of Innovation Management, from Ideation, the conception of ideas and concepts, until the market launch, promotion and conviction of the target audience. The R&D manager has a strong drive and a talent for communication, but he/she also possesses a firm analytical competence and power to convince the different stakeholders.	9	<b>Personnel/HR</b>	The term Human Resource Management actually represent a worn-out way of perceiving the job. Employee administration and labour sourcing are important, but also the mobilisation and motivation of living people in a lively and evolving organisation. It are human beings that effectuate the quality in products and services, and that make the company attractive and create its appearance.
4	<b>Sales</b>	The attention area Sales includes the process of market launch of the company's products and services, with all accompanying measures, and the operation of the service organisations: technical services and client services. The role of the Sales Director requires a strong commercial focus, persuasiveness and impact. Especially also the power to mobilise the organisation's own staff in service mindedness.	10	<b>Talent Dev &amp; Education</b>	Talent Development & Education are crucial, especially for Scale-Up companies. The growth of the company needs to be realised 'bottom-up' by developing people. who will grow with the organisation. Besides, the organisation must not spoil the originated tacit know-how: the knowledge that is in the people and has not been explicitly documented. The growing base of best-practices, however, must be documented in order to further
5	<b>Business Operations</b>	The field of Business Operations covers mainly 'Ordinary Management', the whole process from purchase, logistics, production, distribution and sales logistics. For the Scale-Up company this includes the design and deployment of processes and procedures, the instruction training of the staff, the maintenance of procedures and the ongoing process of improvement and effectivization.	11	<b>Customer Services</b>	Customer Services is the focus field which, in the end, after the growth phase, will be the distinguishing factor for customer satisfaction. Customer Services will help the company to achieve high loyalty of its main customers. And, from the early start, Customer Services will be a good source of information about the quality of the company's products and services. And it will lead to further professionalisation of the production process.
6	<b>Managem. Finance &amp; Funding</b>	Managing Finance and Funding includes organizing cash management and mobilizing investment capital, that make the enterprise 'running'. The manager observes critically the capital burn-rate and financial risks and he/she maintains excellent relations with the financial stakeholders. Of course, a good relation with his/her colleagues is of prime importance, such that all member of the Management Team are aware of the progress and that surprises can be avoided.	12	<b>Organisational Development</b>	Organisational Development is for a Scale-Up company the factor that enables growth. The organisation will, again and again, meet growth thresholds. And if it is not able to take such hurdles smoothly, this would lead to stagnation and loss of quality. Continuous adaption of organisation structure, way of working and the development of communication lines within the company asks for continuous management attention.