

COMPONENTS OF AN EFFECTIVE TEAM



DEVELOPING A MISSION STATEMENT, GOALS AND OBJECTIVES

There are few rules governing individual team activities. This flexibility allows each team to structure itself and design projects that best fit the needs of its members, its institution's faculty and administrators, and the community that it serves. Individual teams have complete discretion to adopt policies or procedures for their own operation beyond those outlined in the Team Handbook. This freedom often leads team members to ask, "What is the best way to operate *our* team?"

Given the flexibility each university has to implement Enactus, developing a mission statement is an important step new teams should consider. For veteran teams, this exercise will energize and refocus efforts.

A mission statement is not a slogan! Written correctly, your mission should provide a perspective for making important decisions, such as what community outreach projects to develop, which audiences to target, what outcomes you hope to achieve through the projects you implement, and members of the community you should involve as partners in your projects.

Developing a mission statement is the first step in establishing your team identity and should be the primary means by which you communicate your team's purpose and inspire commitments from internal and external constituents.

Given the unique nature of each college or university, try to develop your team's mission statement in a manner consistent with the values reflected in your own institution's mission.

Sample Team Mission Statements

- To empower members of our community to improve their livelihoods through entrepreneurial action.
- To implement projects that will empower our community with business and entrepreneurial skills resulting in better and more sustainable sources of livelihood.
- To better the lives of people in our community by empowering them through entrepreneurial action to obtain better and more sustainable sources of livelihoods.

Key Ideas

- Look at mission statement examples from successful organizations around the world
- Work within the broad framework of Enactus and your college/university
- Keep the language simple
- Write a mission statement that clearly defines why your team exists
- Reflect on your mission statement as you make project decisions

Enactus mission:

To inspire students to improve the world through entrepreneurial action.



STUDENT RECRUITMENT

Enactus is a community of people who have committed to making human progress our business. When more students participate on an Enactus team, more transformational experiences will be created and more lives will be changed. Participation in Enactus is not limited to students in business studies. You should make an effort to recruit members from outside the business school. These members will bring a fresh perspective and valuable skill sets to the team.

Academic institutions are dynamic environments. Every year, valuable Enactus students graduate while other students begin their journey through higher education. This constant turnover means that recruiting new members is a never-ending necessity that requires constant attention. Your strategy should entail of actions to take throughout your program year to add new students.

To help with your student recruitment, Enactus World Headquarters launched a global campaign that you can implement on your campus. Visit enactus.org/seeopportunity/take-action/on-your-campus to learn more about the campaign and download recruitment materials and resources.

TEAM ORGANIZATION

Roles

Faculty Advisor

Much more than a teacher, the Faculty Advisor wears the titles of coach, mentor, career advisor and friend, with duties ranging from motivating their teams to helping students write résumés. Faculty Advisors serve as trusted sources of advice as their students sort through various project challenges, team building and career opportunities and make the transition to the work force. Most students will tell you that the friendships they've developed with their advisors last well beyond their university years, and they count their advisors among the most impactful people in their lives.

Business Advisory Board

A Business Advisory Board is a great resource for guidance for your team. They can provide advice on projects, an introduction of your team to other leaders in the community, access to needed resources and critiques of your presentation before the actual competition.

Each team can decide who to invite to their Business Advisory Board, but here are a few suggestions: team alumni; employees of Enactus partner companies with a presence in your community; leading business, educational and civic group members; members of the mass media.

Alumni

As you continue to develop your team, involving alumni is an area with huge potential that is often over looked. Enactus Alumni can be a tremendous asset to any team.

Consider inviting alumni to be a guest speaker, recruiting them to serve on your Business Advisory Board or inviting them to participate in your community outreach projects. Alumni can also provide valuable feedback on your plans for the next year and your team's presentation for competition. Alumni who have been out of school for several years are also potential mentors for current team members, so be sure to keep them informed and engaged.

Roles, Cont.

Students

New

Welcome to Enactus! You are about to start what will likely be an exciting and fun new chapter of your student life.

1. Starting Off

- Familiarize yourself with the basic concepts of Enactus.
- Get to know your teammates – who will you be working with this year?
- Find out what your role in the team will be. How can you contribute?
- Find a mentor/experienced student in your team who can help you get acquainted with the basics of running a project and the overall team dynamics.

2. Taking on an Existing Project?

- Make sure to work with your predecessor(s) on a smooth succession.
- Review how your project will meet the judging criterion.
- Get to know your project beneficiaries and project partners – send out an introduction email.
- Set clear goals for what you aim to achieve with the project this year.
- Create an action plan.

Experienced

The word 'experienced' is synonymous with being knowledgeable, skilled, qualified and proficient. As experienced Enactus students, you make up the vital majority of the Enactus student community and play a crucial role, both as mentors and role-models for new Enactus students and future potential team leaders.

1. Your Role

- Assist in recruiting and orienting new students. Having been part of Enactus in your university for a year or more, lessons from your personal experiences will serve as valuable examples for new students.
- You are the brains and hands behind your projects! With sufficient knowledge of the judging criterion, your projects and competition, your inputs help strengthen the program in your university.

2. Think About

- Being the battery pack: Motivate your team, especially the new students and assist the team leaders in engaging all members. Remember Enactus is a lot about having fun!
- Contributing with creativity: Keep a keen eye for opportunities to display your special skills – remember, you are a future potential team leader/project manager. Build on your leadership skills by efficiently assisting your leadership team and strengthening your Enactus knowledge.
- Attending training events: Get in touch with your Country Program Manager often and be informed about training events. Be proactive and make most of these trainings. Grab any opportunities to present, discuss or clarify questions.

- Participating in Competition: Think about sharing your past experiences of competition with your presentation team members. As experienced students, actively engage in designing the annual report and presentation script. Use this opportunity to build your network and participate in professional forums.

Team Leaders

As team leader you will be responsible for the overall success of your team, including leading different project groups as well as ensuring that your team is properly structured and is functioning smoothly. As team leader you are not advised to serve on a project team, as you will have your hands full with the general management of your team. The team leader serves as the liaison between the Faculty Advisor, the university administration, the BAB and the rest of the team. A team leader also serves as a contact person for the Enactus Country Office.

1. First Steps

- Familiarize yourself with the existing team structure.
- Develop a meeting schedule for the team and the board of your team.
- Organize a social event for your team to make sure everyone gets to know each other and to develop team spirit amongst the members.

2. Think About

- Finding a Mentor: Make sure you look out for a mentor who can help you in your leadership role. A mentor is someone who serves as an advisor, sharing experience and helping you develop your leadership skills.
- Sharing best practices: Maximize the network in your country and beyond. Connect with other Team Leaders locally, nationally and internationally to share ideas and successes. Go to the Enactus Facebook page to connect with fellow team leaders around the globe.
- Learn how to delegate! This year will be busy and you will have a lot on your plate. Build trust with your teammates by giving them responsibilities for the success of the team.
- Develop an action plan for yourself and for your team as a whole.
- Make sure you think about your own succession planning a few months before the end of your academic year to ensure a smooth transition to your successor.



Preprocessor

300% memo

INSTITUTIONAL SUPPORT

Having the support of your institution and administration is crucial to the success of your team. Administrators control university resources and determine how they are specifically allocated. Obtaining institutional and administration support can increase your team's likelihood of receiving resources.

Remember that funding is not the only support your institution and administration can provide. There are many opportunities for your institution and administration to support your team by allocating resources such as:

- Personal time
- Printing and material resources
- Access to university and community networks
- Funding for projects, travel and/or team activities
- Office space for the team
- Course releases for faculty to serve as advisors
- Course credit

Keep in mind that resources are limited for every university. Never assume the above resources are available for your team. The only way to truly know is to ask.

Obtaining Support

Institutional support is most easily obtained by building personal relationships with administrators. It is important to identify the influential individuals at your institution who have the ability to allocate resources to your team.

Developing a pitch specifically for administrators is vital to gaining their support. First, find out what your team can do for the institution and administration. Pitch your team as a solution to a problem they are facing and clearly state what is in it for them. Identify current or future activities that parallel the administration's objectives. Be proactive in developing a relationship by getting them actively engaged. For example, ask your administrators to:

- Serve on your Business Advisory Board
- Attend team meetings
- Participate in projects
- Critique your team's presentation prior to competition
- Attend official Enactus events, such as team training conferences and competitions

Administrators who are actively engaged with your team are much more likely to see the benefits your team brings to the institution.

Reminder: It is a requirement that all competing teams have their Annual Reports reviewed by an institutional administrator and obtain his/her signature on the Project Verification Form as acknowledgement and endorsement of the institution's Enactus program.



Key Ideas

- Determine how your team can benefit your institution and administration
- Create a pitch that clearly explains what's in it for them
- Keep administrators informed about what's important to them
- Engage administrators in team meetings, projects and events
- Remember an administrator must sign your team's Project Verification Form

FUNDING

One of the traits that sets Enactus apart from many other organizations is that Enactus does not charge students or teams for their involvement in the organization. It is very likely, however, that your team will have a need to seek funding sources throughout the year to accomplish your goals and objectives. Since most teams are self-supporting, the necessity for fundraising often falls upon the shoulders of the team members. The decision to conduct entrepreneurial activities or solicit donations should be driven by the need to finance your team's outreach efforts and operational expenses.

To help you with your fundraising goals, we have identified several approaches that have been successful for you to consider pursuing:

Institution

- Most student government associations save a block of funds to allocate to student groups for travel or team projects. Pursue this avenue when you register your team as an official organization at your institution. Keep in mind that it is better to have these requests filed early in the academic year as funds are limited.
- Discuss with your dean, department chair or president the opportunity for your team to receive seed money at the beginning of each year. This approach is often bolstered by effectively utilizing media (the next section of this book) as it strengthens your standing to be able to say that your team is providing a positive reflection within the community.

Civic Organizations/Foundation

- To access these groups you might start by asking around your institution to find out which staff members, professors and/or administrators are members of different civic groups. They can take you as a guest to their meetings and help you navigate the funding options.
- There are countless foundations that offer funding options. Almost every corporation has its own foundation that makes charitable contributions. Although it may be difficult to secure funding from a large corporation, companies or organizations within your own community, such as a local bank, may be realistic sources for securing grants.
- Should you decide to pursue grants as a source of funding, it is important for your team to realize that this is often a slow

process and you should be diligent in your approach. Seeking funding at multiple dollar amounts from different foundations often makes it more likely that you will obtain one or more grants. It is often most effective for your team to develop a project concept with specific measurable outcomes that you plan to present for grant funding. Don't be afraid to use an idea as a template that you submit to multiple foundations in hopes that one will respond.

- Foundation funding is often a one-time source of support – many foundations do not give annual gifts. Therefore, if you wish to receive a multi-year gift it is important to submit a project opportunity which spans over the course of multiple years with annually measurable outcomes that culminate to a net positive effect over time. (i.e., working with one group of younger students starting when they are first year and seeing them through to graduation; or working with a group of government support recipients to see them through a process of attaining financial independence by attaining a job, utilizing a budget and eventually planning for their future.)

Entrepreneurial Operations

- Your institution provides an immediate customer base for small entrepreneurial operations, such as leasing vending machines, setting up a small coffee stand/shop, or selling concessions at athletic or other social events. Make sure you gain approval from your institutional administration before setting up shop.
- Many times an institution, depending on size, will sign an exclusive operations contract with a particular company (such as the one who runs your cafeteria). If this is the case, you might consider approaching the facility manager about a partnership whereby if they will let you operate such enterprises you agree to purchase merchandise through them.

Project Partnerships/Special Competitions

- Check with your Enactus country office to see what exclusive opportunities may be available to Enactus teams. Sponsored by Enactus partner companies, these opportunities may provide project grants, prize money and/or special recognition to selected teams.



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MEDIA

Every year, Enactus teams make headlines in thousands of local, regional and national media outlets. Working with your local media is an excellent way to receive recognition and increase support for your team's activities. Here are some tips for publicizing your efforts to the mass media:

- Study your local media market. Identify what specific stations, papers, etc. serve your local community. Pay particular attention to the reporters most likely to cover stories about your team's activity.
- It is important to use an up-to-date contact list. Take the time to contact your local media outlets, introduce your team and collect their contact information. For each outlet, make sure you collect the contact information for any specific reporters you identified in the previous step as well as the assignment manager.
- As in any other industry, working with the media has a lot to do with relationships. Personally introduce yourself to local reporters and contact them throughout the year with story ideas.
- Whenever applicable, use the custom press release templates provided by Enactus.
- Solicit advice and assistance with your media efforts from your college or university's public relations office.
- Before sending a press release to your local media, contact the assignment manager at each outlet to determine how they

prefer to receive the information, e.g., mail, fax, e-mail, etc.

- Your first press release for a project should be sent approximately two weeks in advance of the actual event.
- Send a brief media alert approximately two days before the date of the project or event. This should simply be a brief reminder with a few key sentences summarizing the activity.
- Make a final phone call to the assignment manager early on the day of the project or event.
- Most newspapers and radio stations have calendar information sections. Send a brief paragraph about an upcoming event to be included in these sections.
- Check with the specific media outlet to determine the leadtime required. It might need to be several weeks in advance.
- Most network television affiliates produce a local daily morning news show. These programs usually contain a significant block of time reserved for community guests. Try to arrange for a representative to fill one of these guest spots. Identify and contact the producers of these shows to schedule an appearance.
- Post videos of your projects online for use in web-based reporting.
- Provide the media with links to your team's website and social media pages for more information.

TEAM SUCCESSION PLANNING

Each year team membership numbers tend to fluctuate because of member graduation and recruitment efforts. To ensure a quick and efficient start to the academic year, teams should create a team succession plan. The purpose of the plan is to ensure that the students who will be returning next year understand the team's goals, objectives and methods well enough to continue the team's momentum. Some of the key ideas of the plan include:

- Determining next year's leaders early enough that they may be properly trained by the current leaders.
- Creating a shadowing or mentorship program for members who would like to be in a leadership role.
- Recruiting younger members (first-year and second-year students). This strategy can add stability to team membership.
- Creating a yearly transition notebook.

Yearly Transition Notebook

One of the most important tools your team can create for sustainability is the yearly transition notebook. Think of this document as a blueprint for your team. If someone who knew nothing about your team picked up this document, they should be able to immediately understand what your team is about.

Below are some of the items the notebook should contain:

- Team organizational chart
- Tentative calendar of events
- Full summaries of ongoing projects
- Copy of most recent annual report and competition presentation
- Tentative dates and deadlines for items due to your Enactus Country Office
- Contact information for the entire team and all groups associated with the team (BAB members, important institutional contacts, funding contacts, Enactus Program staff contact information, etc.)
- All team financial documents
- Team guidelines and bylaws, if applicable

This notebook should be updated at the end of each academic year, preferably at the year-end meeting of the team leaders. It should remain in the team office, with the Faculty Advisor or with the incoming team leader or president. Teams may also opt to utilize an online file sharing platform to share documents, contact information and other essential team data in a digital format.

TEAM AUDIT

Enactus employs a global auditing initiative for national champion teams competing at the Enactus World Cup. This initiative is viewed as an integral part of the program and is implemented by the Enactus Country Office. There are three key elements of this mandatory audit process: Team Engagement, Team Operational Review and Project Audit/Site Visits. Audit Preparation Tips can be found in this section of the Team Handbook.

Above and beyond the audit employed by Enactus and its local offices, all teams are encouraged to conduct self-audits either through internal evaluation or third-party review. Internal evaluation can be completed by team members in order to assess the team's operational and programmatic activities. This type of evaluation can match the team's performance against its mission, vision, goals and capacity versus achievements. The internal audit is an effective avenue for evaluating team functionality and increasing program impact.

A self-audit completed by a third party means the team has appointed an external auditing firm to conduct an audit. If a third party is appointed, then the team should be sure to share the results of the audit with the Enactus Country Office, especially if the team is selected as the National Champion. Again, the self-audit is not currently mandated by Enactus; rather, it simply provides the opportunity for a team to complete self-evaluation and increase credibility with future team recruits, institutional administrators, faculty and staff and community members.

In the event that your team is elected for an audit by the Enactus Country Office, you will be notified in advance and a timeline will be set on how/when the audit will take place. Although we have no doubt in the ethical practices of our teams, please note that we take this process very seriously and will take action accordingly if/when a team fails the audit. More information on penalties can be made available by your Country Leader or Program Manager.

Key Ideas

- Self-Auditing is an on-going process! As an Enactus team, this should be a natural phase of all your programmatic and operational activities.
- Do not wait until the end of the program year to audit yourself or prepare for the audit by your Enactus Country Office! Create an actual Audit Strategy.
- Take proactive measures in documenting your processes, systems, outcomes, etc. Consider appointing a member of your team with the task of managing all auditing procedures or request that a faculty person at your institution (preferably with auditing/accounting background) review your processes and lend advice on how to best prepare. You may also reach out to an external source in advance and ask for their expertise on how to best manage your self-audit.
- Inform your project beneficiaries (well in advance) that they may be subject to interview by the audit committee. This will avoid any challenges later when the audit is being implemented.

Auditing International Projects

In an effort to further enhance the global audit initiative, Enactus is looking to develop processes and methodologies to audit international projects. Embracing the Enactus value of collaboration, international project audits will be conducted in collaboration with your team, project partners and other Enactus country operations.

Reach out to your Enactus Country Office proactively and engage them in any international projects your team is implementing.