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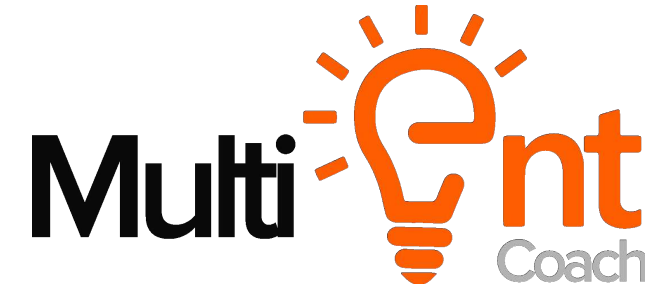
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Coach

**Handbook for Coaches
of Entrepreneurs
and Training Curriculum**



Co-funded by the
Erasmus+ Programme
of the European Union

Objectives



This handbook has as its main objectives:

- to inform future coaches
- to support agents for start-up founders and managers about the main factual knowledge
- To give best practices from partner countries.

" This publication reflects the views of the authors and the Commission cannot be held responsible for any use which may be made of the information contained therein"

Index

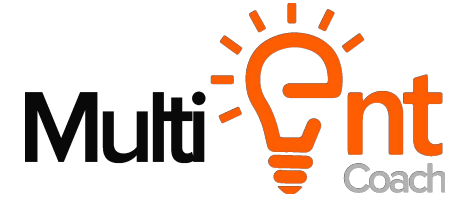


1. Introduction
2. Entrepreneurship as a career option
3. Considerations about adult learning
4. The art of facilitating and building support
5. Facilitator versus consultant
6. How to elaborate an innovative program for practical training of entrepreneurial competences
7. Facilitating entrepreneurial competencies using ICT
8. Necessary soft skills for becoming a successful entrepreneur
9. Process of coaching for development of entrepreneurial soft skills

Annexe with the exercises

1

Introduction



“Multiplying Entrepreneurship through Coaching- Building a sustainable support structure for start-up companies mainly from production, services, IT and crafts “

“MultiENT-Coach”

ERASMUS+ Programme,
contract number:

2017-1-RO01-KA 202-037219

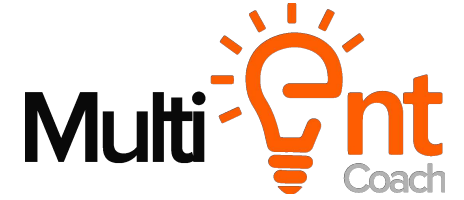
The partnership of the project:

- Foundation for Promoting the SME’s Brasov, Romania,
- Institute für sozialwissenschaftliche Beratung GmbH, Regensburg, Germany
- GrantXperts Consulting Limited Nicosia, Cyprus
- PIA, informacijski sistemi in storitve d.o.o., Velenje, Slovenia
- Storytellme, Unipessoal Lda, Lisbon, Portugal



1

Introduction



The aim of the project is **to create a sustainable structure for developing entrepreneurial competences** for **SME with less than 5 years seniority**, from various sectors, including production, crafts, services or ICT and for continuing support through trained coaches.

To this end the project will study the currently practices of continuing face to face business development support structures and will apply the **best practices** identified as well as partner's own knowledge and experiences in synthesizing a transferable model of such structures.

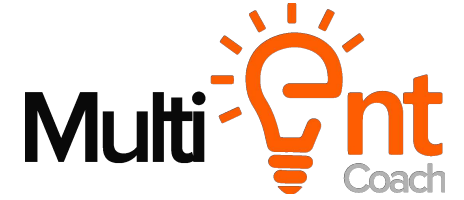
- ✓ **20 coaches** will be trained for sustainable business founder support,
- ✓ **40 founders** will be accessed and coached and a sustainable support platform will be built online.



Entrepreneurship versus employment

- What is entrepreneurship?
- What kind of skills an entrepreneur should have?
- Are you born with a skill or is it something you can develop?

Entrepreneurship as a Career Option



By GrantXpert

“Entrepreneurship is when you act upon opportunities and ideas and transform them into value for others. The value that is created can be financial, cultural, or social” (FFE-YE, 2012).

Entrepreneurship is an individual’s ability to **turn ideas into action.**

It includes creativity, innovation, risk taking, ability to plan and manage projects in order to achieve objectives!

Entrepreneurship as a competence applies to all spheres of life:

- **personal development**
- **social development**
- **job market** as employee or as self-employed,
- **start-up** or scale-up ventures which may have a cultural, social or commercial motive.

Entrepreneurship as a Career Option

Differences between entrepreneurs and employees

- 1. Entrepreneurs improve their skills; employees improve their weaknesses.*
- 2. Entrepreneurs may produce lousy work; employees are perfectionists.*
- 3. Entrepreneurs say 'no' to opportunities; employees embrace them.*
- 4. Entrepreneurs delegate; employees practice 'DIY.'*
- 5. Entrepreneurs mono-task; employees (try to) multitask.*
- 6. Entrepreneurs thrive on risk; employees avoid it.*
- 7. Entrepreneurs believe in seasons; employees believe in balance.*
- 8. Employees are threatened by smarter people; entrepreneurs hire them.*

Swiss-German Study 2013

The entrepreneurial mindset is one that attracts success!

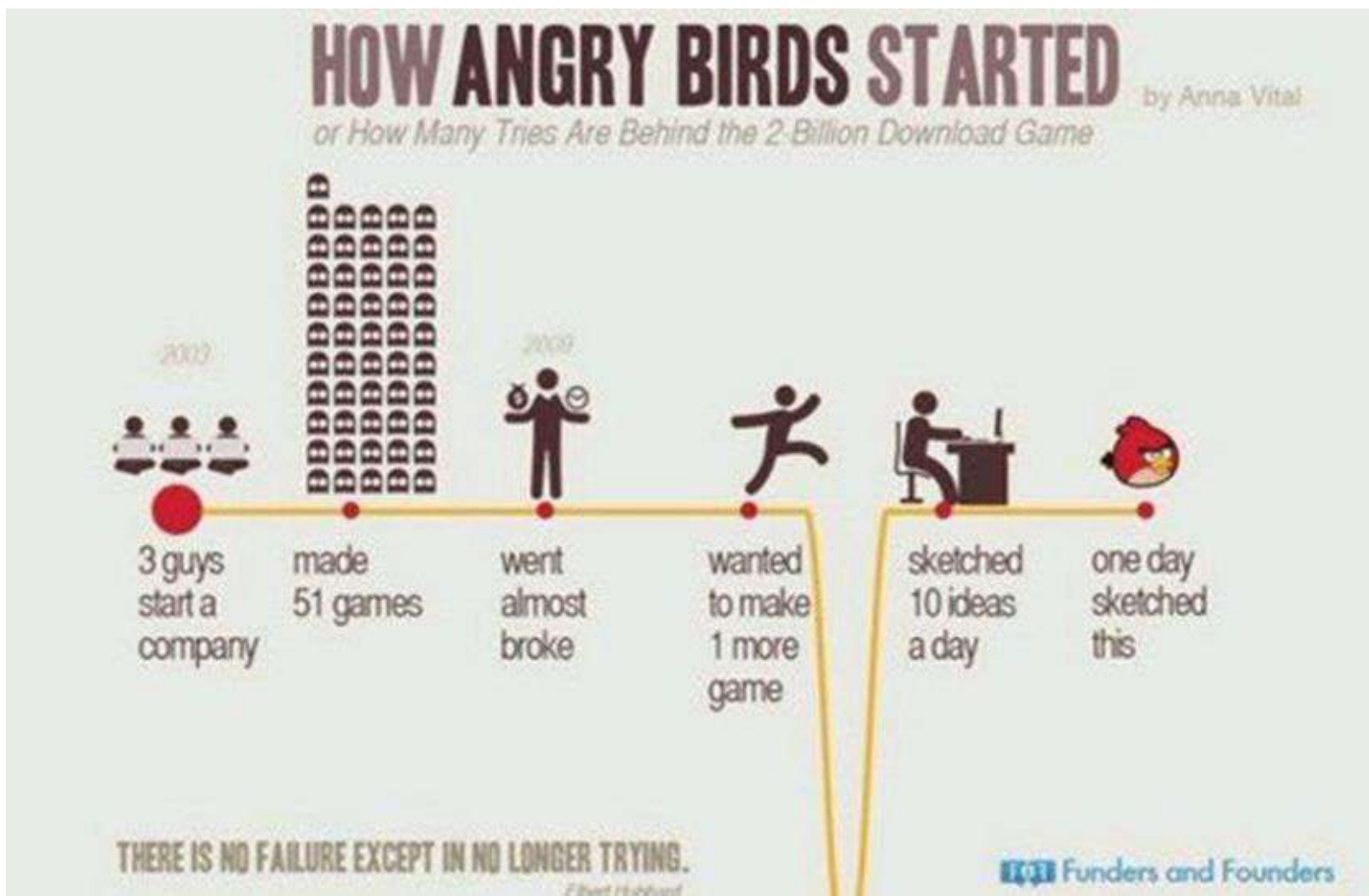
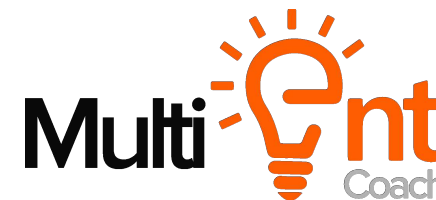
Entrepreneurship as a Career Option



WWW.TRAINUGLY.COM

2

Entrepreneurship as a Career Option



Entrepreneurship as a Career Option

If you are ambitious, self-driven, and determined > starting a business may be for you.

Instead of job hunting, you can start your own business!

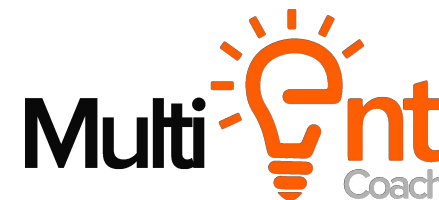
The initial steps to take to start your own business:

- **Ask support from your friends and relatives.**
 - **Make a business plan.**
 - **Secure a loan for your capital.**
- **Work from home, or rent an affordable space.**
- **Hire staff BUT ONLY WHEN NECESSARY.**
 - **Test the market.**
 - **Register your business.**

Entrepreneurship may be the best career option for **YOU!**

2

Entrepreneurship as a Career Option



Entrepreneurs should start with a **WHY!**

WHAT IT MEANS TO BE AN ENTREPRENEUR VIDEO



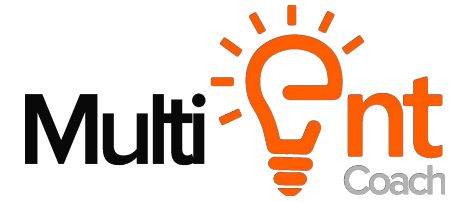
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2

Entrepreneurship as a Career Option

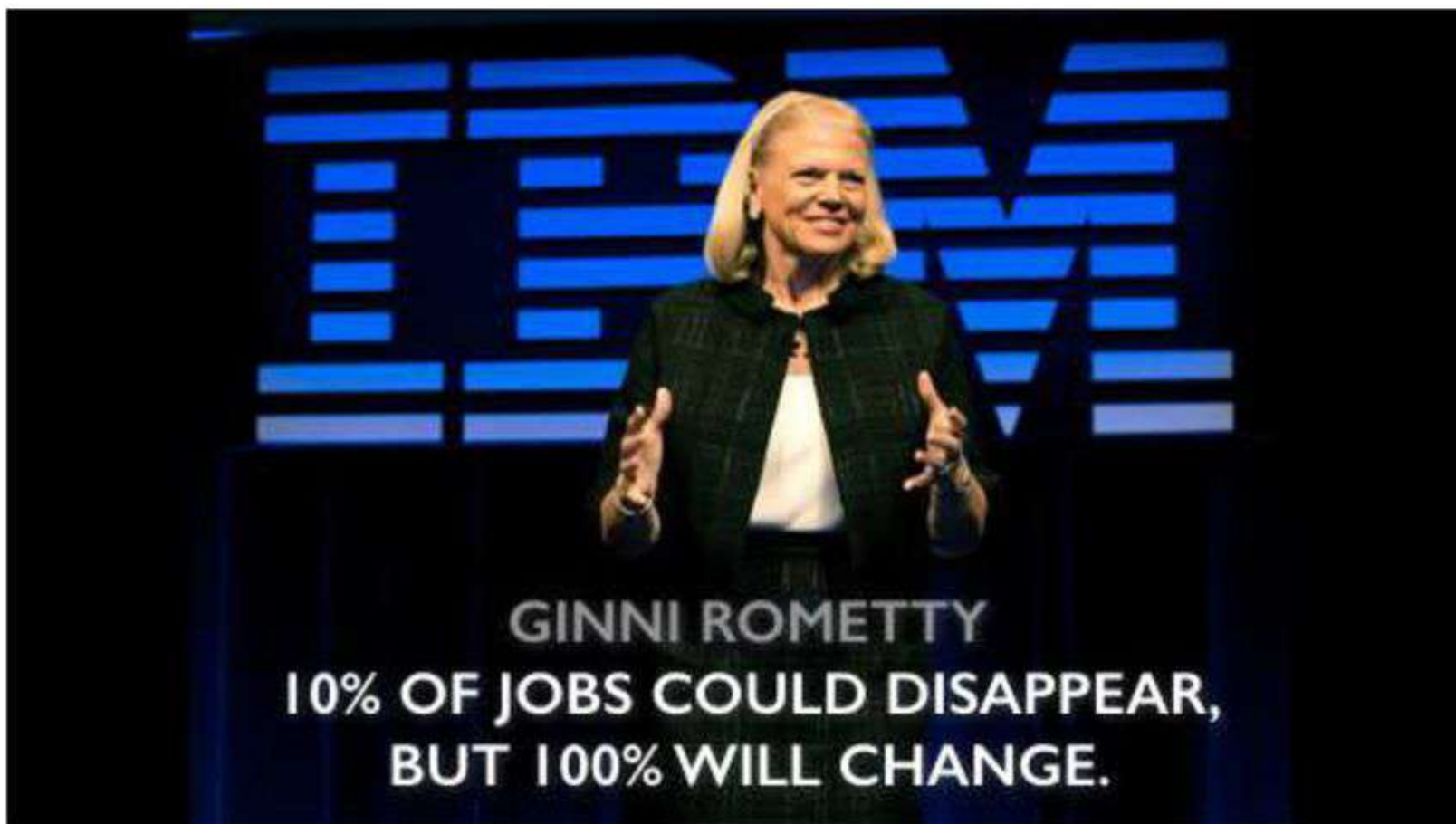
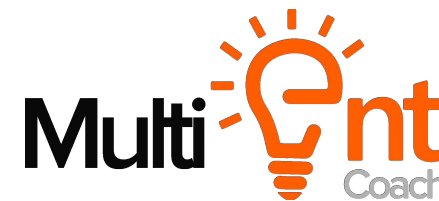
A Changing Business Environment



2

Entrepreneurship as a Career Option

A Changing Business Environment



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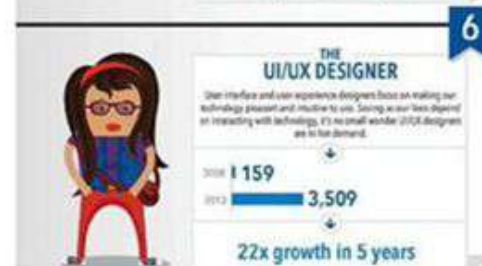
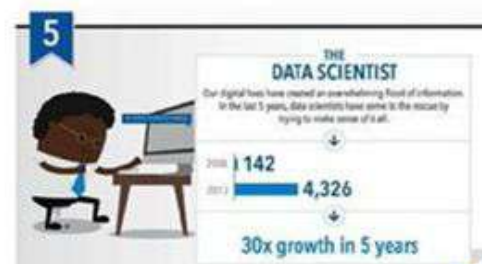
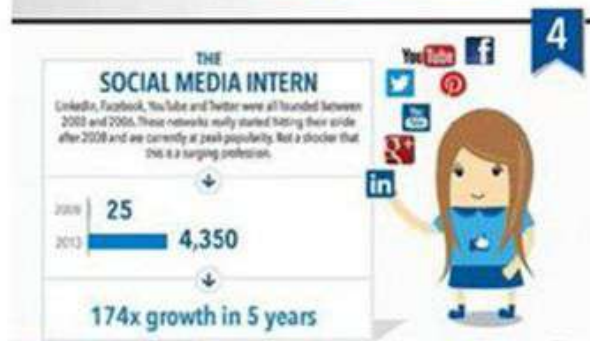
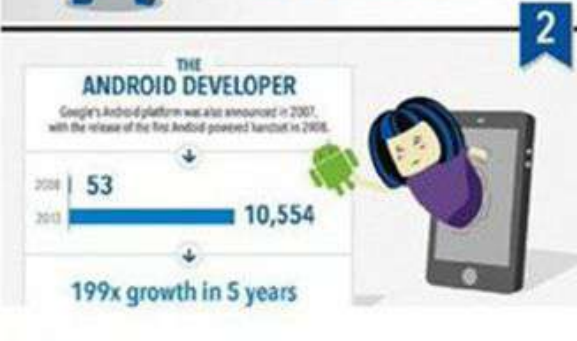
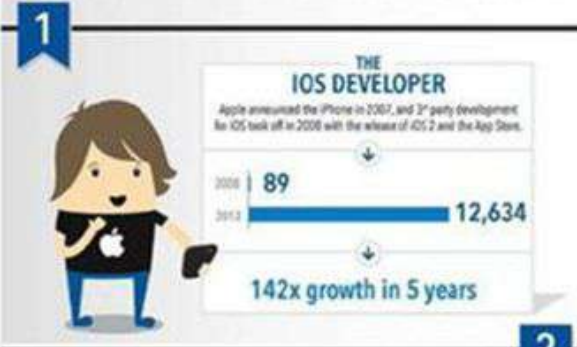
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Entrepreneurship as a Career Option

A Changing Business Environment

10 Jobs that Didn't Exist 10 Years Ago!

We examined over 259,000,000 LinkedIn member profiles to determine the 10 most popular job titles that were barely on the map in 2008. Technology and fitness are the biggest drivers for these fascinating changes.



Entrepreneurship as a Career Option

A Changing Business Environment

Exercise – ACCOMPLISHMENTS LIST

ESTIMATED TIME: 30 MINS (10 min to complete the sheet and then 1 min for each to share)

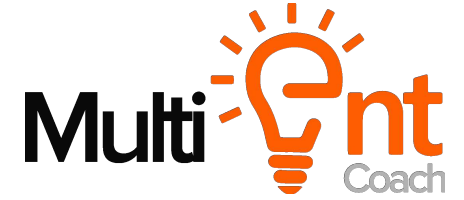
MATERIALS: Accomplishments worksheet & Pens for all the group.

Aim: Participants have to think about their strengths and understand how can be benefited in their future goals as entrepreneurs.

DESCRIPTION:

- Each person will take a printed “Accomplishments” worksheet.
- You have to think of three things you have worked towards and achieved in your live.
- Identify the factors that contributed to your success.
- You will share the things you accomplished, and discuss why each achievement made you feel the way you did.

③ Considerations about Adult Learning



By FPIMM

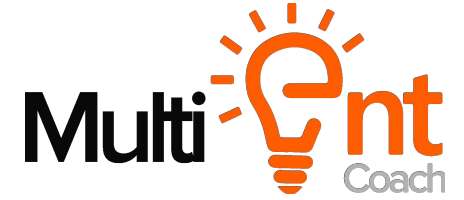
“Nobody never finalised his apprenticeship”, W.Goethe
“Anyone that stops from learning is old.”, H.Ford



Specific characteristics of learning in case of adults:

- adult learners bring knowledge and life experience; **REAL LIFE EXAMPLES** motivate them and encourage them interacting during the learning process;
- adults are more **PROBLEM CENTERED** and **RESULTS ORIENTED**;
- adults prefer to learn by **EXPERIENCING** rather than listening presentations; they need to be **ACTIVELY INVOLVED** in the training;
- adults learners are more **INTERNALLY MOTIVATED** to learn;
- adults learners **NEED TIME TO REFLECT** and **PRACTICE** new skills;
- adults like to have **ALTERNATIVES** and to choose from them because real life suppose making decisions;
- adults have **DIFFERENT LEARNING STYLES**, according to their personality;
- adults need **FEEDBACK** to their work and **RECOGNITION** for their achievements;
- adults do their best in an environment where they feel **SAFE, ACCEPTED** and **RESPECTED**

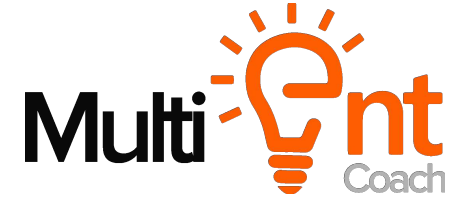
③ Considerations about Adult Learning



ADULTS LEARNING should take into consideration the following:

- subjects and learning materials must be **RELEVANT TO WORK NEEDS** and **CONNECT TO LIFE EXPERIENCES**
- learning have to be **STRUCTURED** so that the participants can understand the utility of what they learn
- learning must combine **DIFFERENT LEARNING METHODS**, adapted to different adult learning styles
- learning must **FACILITATE EXPLORATION**- adults like to have the opportunity to assimilate knowledge in a way that is meaningful for them and to choose from different learning resources
- part of the learning must be **SELF-DIRECTED**
- learning must be **INTERACTIVE**
- learning must be **CHALLENGING** – using problem solving exercises and case studies will encourage adult learners to find solutions to their work problems
- learning must be **FLEXIBLE**, regarding the schedule and the trainees level of knowledge

③ Considerations about Adult Learning

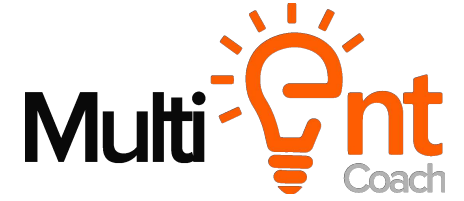


RESOURCES FOR LEARNING

- SPECIALISED LITERATURE
- VOCATIONAL TRAININGS
- PEOPLE WHO INSPIRE US (PARENTS, MENTORS, COACHES ETC.)
- WEB MATERIALS
- EXPERIENCE, including mistakes



③ Considerations about Adult Learning



Phases of learning process - David A. Kolb's (experiential) learning cycle:

I – **EXPERIENCE** new information – learning by experimenting

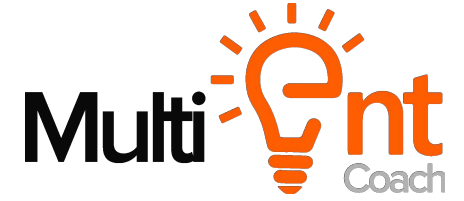
II – **OBSERVING, REFLECTING and PROCESSING** new information – learning by examination

III - **CONCEPTUALISATION/ ABSTRACTIZATION** – concluding, generalise the experience

IV – **APPLYING** the experience to real work/life situations



③ Considerations about Adult Learning



Learning styles in case of adults: **ACTIVIST, REFLECTOR, THEORIST** and **PRAGMATIST**.

ACTIVIST

The key words for this learning style are: **practice, experiments, simulations, brainstorming, presenting, solving short term crisis situations**

Activists **learn best from:**

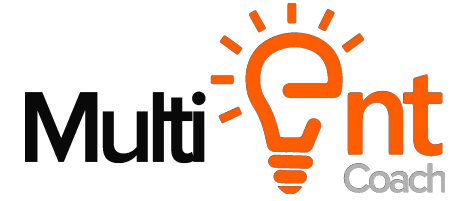
- new experiences-problems, acting opportunities
- here and now activities e.g. business games, simulations, role play, team tasks
- high visibility activities e.g. chairmanship, presentations
- solving a difficult task

and **learn least from:**

- passive situations- listening, reading, watching
- standing back, not being involved
- individual work
- explanations of concepts/ theory/ working instructions



③ Considerations about Adult Learning



REFLECTOR

The key words for this learning style are: **observation, taking notes, references, analysis, questions and answers**

Reflectors **learn best from:**

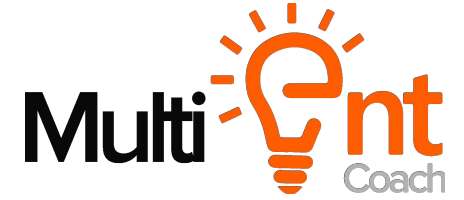
- being encouraged to observe/think about activities
- being allowed to prepare before commenting or acting
- being able to analyze/ research/ probe/ pursue
- being allowed to review what has happened

and **learn least from:**

- being involved in quick action without planning/ preparing/analysing
- being forced into the limelight e.g. chairman, role play
- given insufficient data to reach a conclusion
- being obliged to act without thinking



③ Considerations about Adult Learning



THEORIST

The key words for this learning style are: **logic, systems, models, theories, proofs, questionnaires**

Theorists **learn best from:**

- complex situations, well-structured and with objectives to follow
- offered system, model, concept, theory even where application is not clear
- being allowed to explore association, interrelationships, able to question, assumptions, logic
- being intellectually stretched by complex situations

and **learn least from:**

- being asked to do something without apparent purpose
- being involved in unstructured ambiguous activities
- participating in situations emphasizing emotion
- faced with activities without profoundness



③ Considerations about Adult Learning

PRAGMATIST

The key words for this learning style are: **exemplifications, real situations, work-related, problem solving/decision making**

Pragmatists **learn best from:**

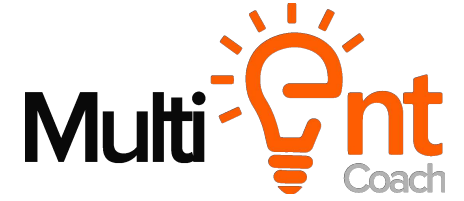
- learning materials obviously linked with current job
- given chance to practice technique, give feedback
- high face validity used in processes
- decision making activities

and **learn least from:**

- learning materials not related to immediate benefits
- only theoretical learning materials, no practice or guidelines
- political/ managerial/ personal obstacles to implementation
- trainers distant from reality



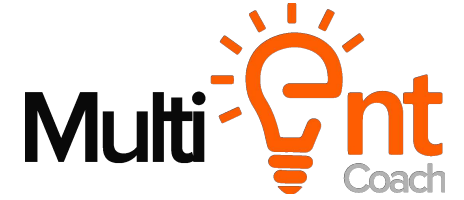
③ Considerations about Adult Learning



Questionnaire - Adults learning styles

4

The art of facilitation and building support



By ISOB

Entrepreneurs need peer groups

Peer groups need facilitation

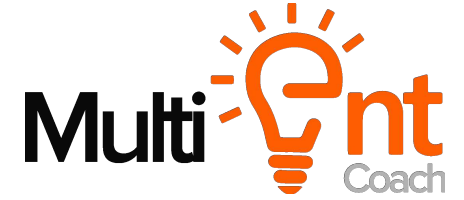
Facilitation of Entrepreneur Peer Groups is a professional profile

Facilitator for entrepreneurs:

- support through psychological encouragement
- by giving an opportunity for reflection through organising and maintaining a peer support group
- by sharing your own experience and knowledge,
- by sharing your own network of relevant contacts and resources, by curating the vast overflow of available (good or bad) advice and (mis)information.

④

The art of facilitation and building support



Founding a company = major step in life for anyone.

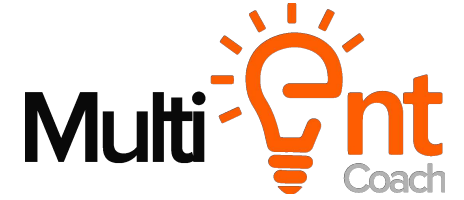
Risk taking is required, but minimising unnecessary risk through good planning is desirable

Support is needed

A critical part of such a structure is your offer as a facilitator/coach

④

The art of facilitation and building support



Service either as

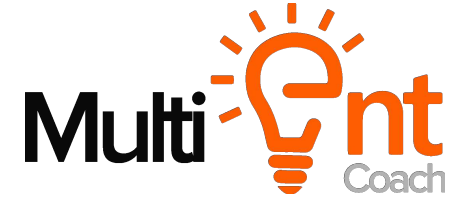
- a commercial offer by yourself,
- as part of voluntary support to founders (e.g., as part of a non-profit association),
- as an employee of an organisation which is concerned with supporting founders (such as chambers commerce and industry, craft organisations etc.)
- other organisation like start-up hubs



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④ The art of facilitation and building support



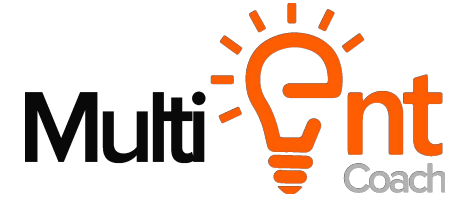
There are many organisations and specialized companies which offer specific support in areas like financing, legal issues, marketing etc.

There is an abundance of information on starting a business and there are thousands of methods and tools to support this process.

Many of them are covered in the chapters of this handbook.

4

The art of facilitation and building support

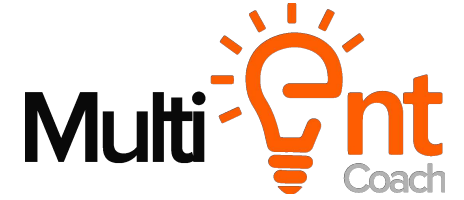


We look at your role as provider of overall support, as a facilitator and/or coach of the overall founding process. In this role you will offer various forms of support:

- Support through providing a framework for the whole process of founding through long-term accompaniment, from the first idea well into the phase of consolidating the business
- Support through providing psychological encouragement and an opportunity for reflection and overcoming crises in motivation and confidence
- Support through organising and maintaining a peer support group for reflection, exchange of experience and sharing of resources
- Support through sharing your own experience and knowledge
- Support through sharing your own network of relevant contacts and resources
- Support through curating the vast overflow of available (good or bad) advice and (mis)information

④

The art of facilitation and building support



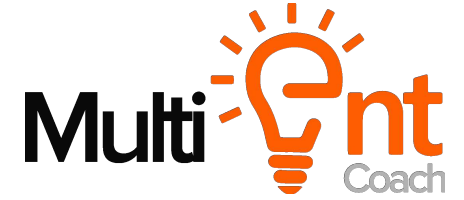
In the process of founding to consolidating and growing a business we can distinguish several steps. The forms of support listed above are necessary in each of them.

The main steps are:

- Orientation
- Planning
- Acting – building your business
- Consolidating and growing your business

We will briefly discuss the overarching process and your corresponding forms of support.

④ The art of facilitation and building support



Support through providing a framework for the whole process of founding through long-term accompaniment

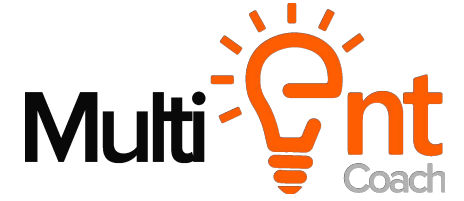
Various formats have been developed to provide support, from books to online portals.

One form is the support of a facilitator or coach.

Face-to-face facilitation has the advantage of being much more flexible and individual than any other format, as real communication can take place.

The facilitation can be 1:1 or in the framework of a group of potential founders.

④ The art of facilitation and building support

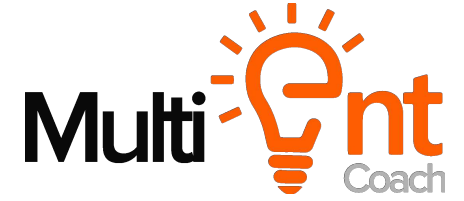


Support through providing a framework for the whole process of founding through long-term accompaniment

A group format

- broadens the amount of experience and interesting questions in the room
- encourages sharing and mutual support
- forms a support group
- encourages communication
- multiplies the network available to the members of the group
- is more resource friendly: for each participant it is cheaper to share the cost of you as the facilitator!

④ The art of facilitation and building support

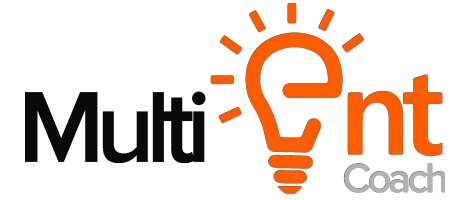


Support through providing a framework for the whole process of founding through long-term accompaniment

Your offer should be

- transparent to your (potential) clients
- modular

④ The art of facilitation and building support

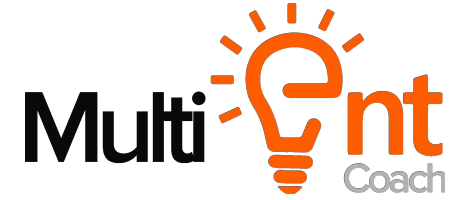


Support through providing a framework for the whole process of founding through long-term accompaniment

Modular:

- ✓ Nobody should have to subscribe to long-term services potentially not needed!
- ✓ The programme itself should cover the whole process.
- ✓ You take care that all necessary points are covered in each step.
- ✓ The more your clients grow as entrepreneurs, the more they will be empowered to use forms of self-development and self-learning.
- ✓ such as retrieving information, inviting relevant speakers, distributing learning assignments, sharing experiences and cases, etc.

④ The art of facilitation and building support

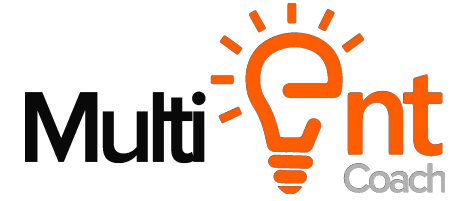


Support through providing a framework for the whole process of founding through long-term accompaniment

The specific arrangements naturally depend on the group you are serving.

- existing audience: students in their final semesters a group of bank clients asking for a loan, a group of unemployed persons who are applying for public support for starting up a business or other venture.
- Find an audience: publish your services through the usual channels, such as your website, social media, printed materials. If you ran your first group with success, there would be a high probability of having referrals, which of course is the ideal situation.

④ The art of facilitation and building support

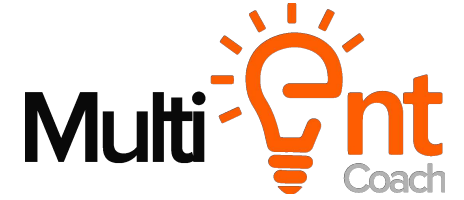


Support through providing psychological encouragement and opportunity for reflection and overcoming crises in motivation and confidence

- someone to talk to!
- impartial, has no stakes in the outcome, is not a spouse, is not a business partner and no one wanting to sell something.
- someone whose job is to ask the right questions, to provide a safe space to “try” things and to practice and to explore.

④

The art of facilitation and building support



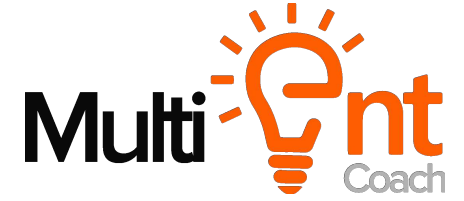
Support through providing psychological encouragement and opportunity for reflection and overcoming crises in motivation and confidence

This will be particularly important when doubts come up if the way taken was the right one and if the client feels he/she got stuck, feels overwhelmed and overcharged and/or is struggling with tough decisions.

- 1:1 session
- often the group (if it has built a level of trust) can also be a good peer coach.

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The art of facilitation and building support

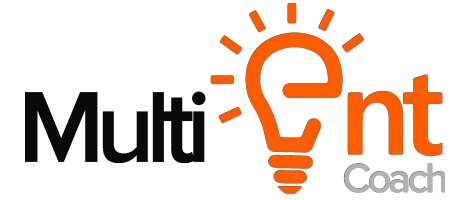


Support through providing psychological encouragement and opportunity for reflection and overcoming crises in motivation and confidence

Questions: Make a strategy to ask questions to ...

- expand the options conceivable to the client
- end complaining so that the client will act.

④ The art of facilitation and building support



Support through providing psychological encouragement and opportunity for reflection and overcoming crises in motivation and confidence

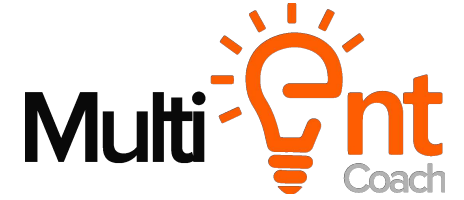
MORE OPTIONS:

Encourage patiently to elaborate on options

- “What else could you do?”
- What else?
- What would happen?
- What would be the advantages? Disadvantages?

④

The art of facilitation and building support



Support through providing psychological encouragement and opportunity for reflection and overcoming crises in motivation and confidence

COMPLAINING:

Patiently ask:

- OK; that is bad, but what can you DO?
- What can you DO?
- What else?
- What would be your first step?

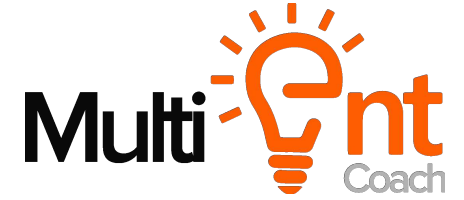


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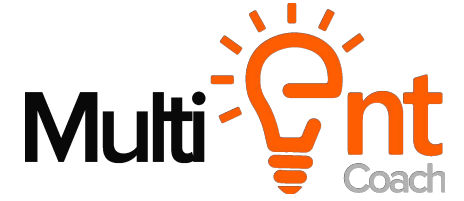
The art of facilitation and building support



Support through providing psychological encouragement and opportunity for reflection and overcoming crises in motivation and confidence

- Psychological comfort of a peer group, i.e., a group in the same situation, probably like-minded to a degree, on the same journey/mission
- This might not be the case with the “natural” group of friends/family of the client.
- The group is a format in which the client can “test” him/herself and get feedback and encouragement.
- A group increases the chance of finding someone the client can relate to.
- Next to the informal communication taking place, there are a number of exercises for groups to reassure/coach the client, such as the **peer case discussion**.

④ The art of facilitation and building support

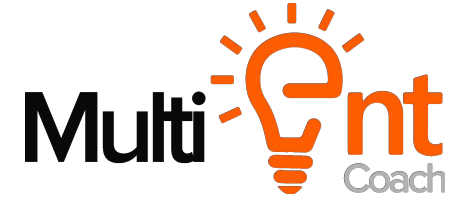


Method: Peer Case Discussion

(Collegial) Peer Case Discussion is one of the most effective and powerful, yet simple, methodologies to use the resources of a group in the same situation to better describe and analyse problems and to find solutions.

While it looks simple, a quite strict set of rules must be followed, which needs some practice and instruction/supervision by a experienced practitioner in the beginning.

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Method: Peer Case Discussion

Roles to be taken:

Person looking for advice (describing a case)

Facilitator (can be a nominated member of the group or an external facilitator)

Group (up to 5, in very disciplined groups 10 peers)

Usually it is good to practice in a long format.

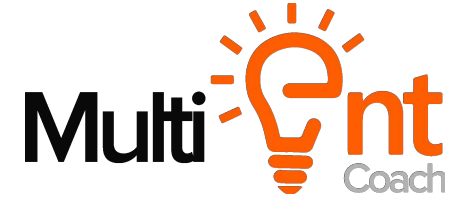
Getting to be more concise needs practice and discipline.

Very experienced groups have playfully cut down the format to playful 1 minute discussions in which all elements described can still be seen.



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Method: Peer Case Discussion

Ten steps:

2 min: Assign roles: Case presenter, facilitator, advisors (peers)

5 min: Present case (case presenter)

5 min: Ask questions (colleagues/peers)

10 min: Collect associations, feelings, ideas (colleagues/peers). NO DISCUSSION!

5 min: Feedback about the ideas (case presenter)

10 min: Collect problem-solving solutions (colleagues/peers)/options

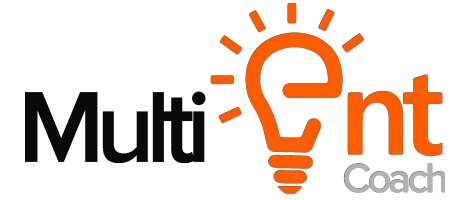
10 min: Exchange ideas about the problem-solving solutions, plan how to implement them

5 min: Bring in personal experience about similar cases (advisor, moderator)

2 min: Review: How was our work? What could we do better next time?



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Method: Peer Case Discussion

The moderator, together with the others, has the task to make sure that only the designated level is being discussed in each step and to determine whether the step has ended and the next one can be opened.

Critical: BE PLAYFUL! Discuss options and ideas and subjective feedback.

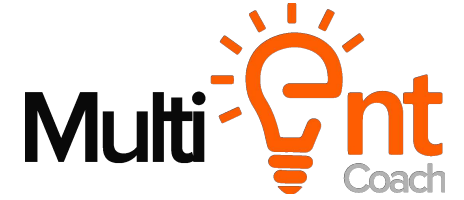
In no case the case presenter should feel judged or pushed or be in a defensive position.

ONLY the case presenter can make his/her own decisions

The group cannot know his/her situation and the presenter cannot delegate the responsibility

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The art of facilitation and building support



Support through organising and maintaining a peer support group for reflection, exchange of experience and sharing of resources

As the group grows into fully engaged and experienced entrepreneurs:

the group will need you less as a provider of input and resources

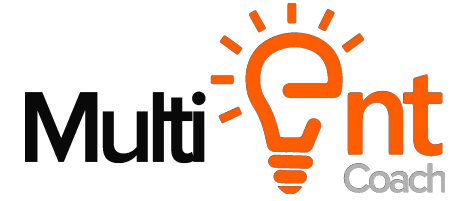
may still need your service as inspiration, facilitator and provider of a space for exchange, (facilitation, rooms, arrangement of dates of meeting, organisational support with inviting speakers and the like)

Often groups find it useful to meet in a retreat for a weekend once a year.

It is a great service to organise a nice setting for such meetings!



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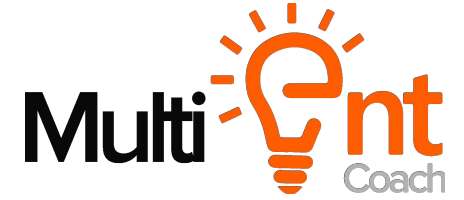
Support through sharing your own experience and knowledge

You will have some kind of initial relevant experience in one of the fields covered in this handbook (built your own company or have assisted in consulting young entrepreneurs etc...)

And/or you have read a good deal, know relevant cases and regularly meet relevant people (business owners, funders, people with expertise in different fields)

Nobody has everything!

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Support through sharing your own experience and knowledge

Reflect upon your own fields of competence and work on those you need to develop more.

Make sure that you do not take your experience and knowledge as the "last word,"

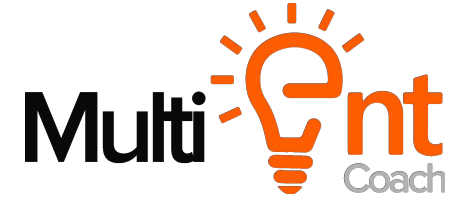
Your knowledge and experience should be your background, not necessarily your program.

It is the clients who ultimately must find their way.

Even if the clients often directly ask you to tell them what to do, telling them is rarely the best service, helping them to find out is.

In any case you should make sure to give your opinion and experience as one option/resource among others. Be resourceful, but leave the client in the driver's seat!

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Support through sharing your own network of relevant contacts and resources

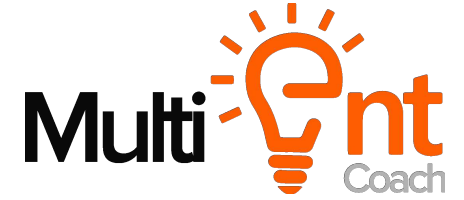
As a facilitator who works in the field of supporting young entrepreneurs you will have many more relevant contacts than your clients.

Also if you can use the resources and network of an **organisation** or institution this will be of tremendous value for your clients.

You will have experience with these individuals and/or organisations, know people there and therefore be able to help your clients to better understand which ones are the relevant ones for them and which are not.

In many cases you will be able to “**open doors**” for your clients, as you transfer your “**social capital**” to them.

④ The art of facilitation and building support



Support through sharing your own network of relevant contacts and resources

Individuals/organisations will be more likely to see would-be entrepreneurs if they know that they are your clients/part of your coachee group,

As your coachees grow into successful entrepreneurs and the institutions/relevant individuals make good experiences with your coachees, your network will grow in size and strength.

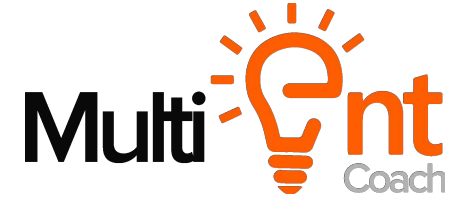
In order to provide such support you will have to constantly build and maintain your network.

Try to get to know relevant individuals and institutions/organisations.

Try to build synergies. Often you can also facilitate access to your clients, which is also in the interest of these institutions.

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The art of facilitation and building support



Support through curating the vast overflow of available (good or bad) advice and (mis-)information

Overflow of information can be very confusing and potentially misleading.

By providing a framework of meetings, reading lists, assignments, selected bits of information and inviting relevant speakers, you can spare your clients a lot of money and time.

By providing a proven and tested programme, your clients can be sure that they will have the opportunity to discuss all aspects really relevant without the fear of missing out on vital information.

On the other hand you and your network are always available to guide to additional information and contacts, if needed.

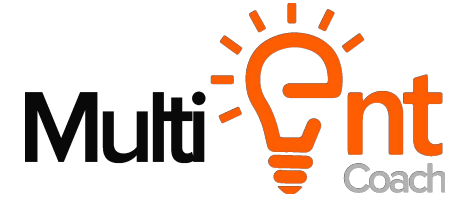
By using sets of guiding questions, assignments, by sharing talks about various aspects, each prepared by one participant, an endless ocean of information will be formed into one concise guideline/handbook/portfolio for the client.

You should prepare this by reviewing the available information and by maintaining your own selected pool of resources. The handbook at hand is a good starting point, but there will be more resources you will find useful, in particular resources which are specific to your own national/regional/sectorial situation.



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The art of facilitation and building support



Support through curating the vast overflow of available (good or bad) advice and (mis-)information

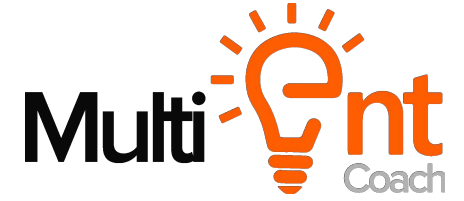
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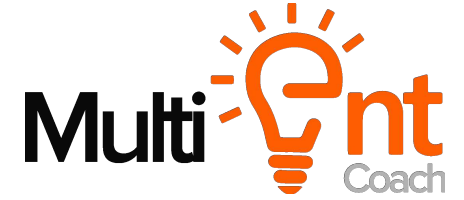
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The art of facilitation and building support



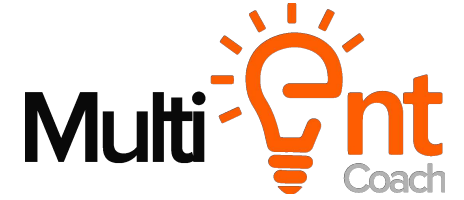
Example Schedule of Support Programme

The requirements regarding time and format can be very different, depending on kind of business, prerequisites of clients and other factors.

Founding a small city tour company next to a main job of course is less demanding than starting an international tech start-up looking for big external investment.

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The art of facilitation and building support



Example Schedule of Support Programme

Client acquisition: Information workshop of about 3 hrs for free

Orientation: 2-6 evenings of 2-3 hrs to touch upon the main topics

Planning: 3 2-day intensive workshops

6 hrs of 1 : 1 coaching

Monthly **peer group** meetings

Acting: Monthly evening workshop on relevant themes

Monthly 1 : 1 coaching of 1 hr

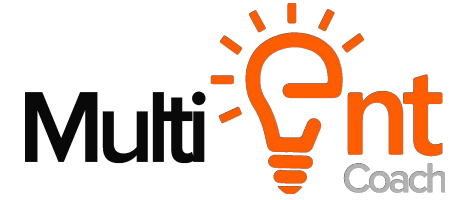
Monthly peer group meetings

Online platform to share resources



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The art of facilitation and building support



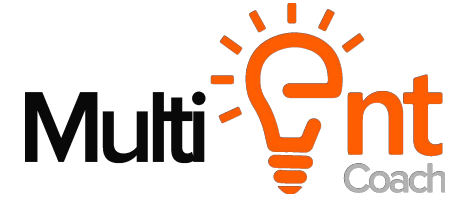
Profile of facilitator/coach for founders

- What do you need to know?
- You should know basics of business administration and relevant law
- You should know a number of real life businesses from different fields and know what they are doing and how they are doing it
- You should know the main current concepts of business creation
- You should know the main methodologies of communication and facilitation
- You should know the relevant support organisations and networks in your region
- You should know support programmes on European, National and regional level
- You should know that you are not supposed to know everything, but that you are supposed to learn how to find out about everything



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The art of facilitation and building support



Profile of facilitator/coach for founders | What must you be able to do?

- ✓ Learn from people who are already doing it (be teachable)
- ✓ Reach out to people and build a good working relationship (pro-active communication)
- ✓ Master your own emotions
- ✓ Ask questions, give feedback
- ✓ Plan and structure sessions and programmes
- ✓ Build a useful network
- ✓ Be trustworthy and dependable
- ✓ What must be your attitude?
- ✓ Constructive (solution orientated)
- ✓ Emphatic, but with professional distance (do not get soaked up by client's problems)
- ✓ Selectively authentic (be yourself, but control your emotions)
- ✓ Socially responsible and ethical

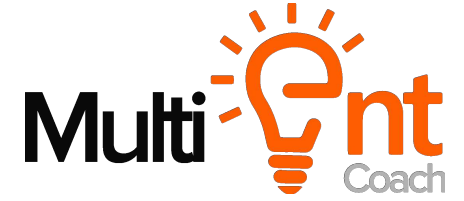


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Profile of facilitator/coach for founders

What must be your attitude?

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- Selectively authentic (be yourself, but control your emotions)
- Socially responsible and ethical

The art of facilitation and building support

Business Creation Eco-System: Example Digital Founders Initiative Upper Palatine

<https://www.digitale-oberpfalz.de>



Makers`CLUB "Handwerk 4.0"

Makers`
CLUB
Regensburg

Wirtschaftszeitung

Resurcer:

Das neue Veranstaltungsformat in der TechBase für Gründer, Start-Ups, Unternehmen, Investoren und Forscher!

Ab sofort gibt es mit dem **Makers`CLUB Regensburg** einen neuen regelmäßigen Treff, der Gelegenheit bietet, sich über alle Branchen hinweg zu vernetzen und gemeinsame Projekte zu starten. Von der Ideenfindung über Startfinanzierung, Best Practice Beispielen bis hin zu Gesprächsrunden für Unternehmer und Investoren ist für jeden was dabei. Langweilig wird es nie, dafür sorgen wechselnde Schwerpunktthemen und Locations.

Den nächsten "großen" **Makers`CLUB** unter dem Motto "Handwerk 4.0" gibt's am 25. Oktober 2018 ab 17:30 Uhr in der **Handwerkskammer Niederbayern-Oberpfalz** mit **Praxisbeispielen von Unternehmen** und einem **Showroom zum Ausprobieren** für die

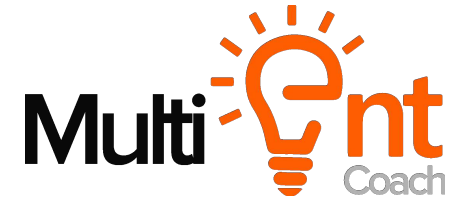
KALENDER

SEPTEMBER 2018						
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35	27	28	29	30	31	1 2
36	3	4	5	6	7	8 9
37	10	11	12	13	14	15 16
38	17	18	19	20	21	22 23
39	24	25	26	27	28	29 30

> Alle Termine

4

The art of facilitation and building support



Topics of discussion in benchmark programme for founders in Germany

<https://www.gruendungswerkstatt-bodensee-oberschwaben.de/content/Planung>

gründungswerkstatt bodensee-oberschwaben

IHK Industrie- und Handelskammer Bodensee - Oberschwaben

CLEVER GRÜNDEN MIT EXPERTENWISSEN

Businessplan Finanzplan Persönliche Online-Beratung

Home

Orientierung Planung Praxis

Suchbegriff eingeben...

Von der Idee bis zum Erfolg!

Die Gründungswerkstatt unterstützt Sie bei der Planung und Umsetzung Ihrer Unternehmensgründung - neutral, vertraulich und kostenlos.

ORIENTIERUNG
Informieren Sie sich rund um die Unternehmensgründung.
Mehr..

PLANUNG
Entwickeln Sie kostenlos Ihren Businessplan.
Mehr..

PRAXIS
Finden Sie Informationen rund um die Selbständigkeit.
Mehr..

Ihr Profil

E-Mail:

Passwort:

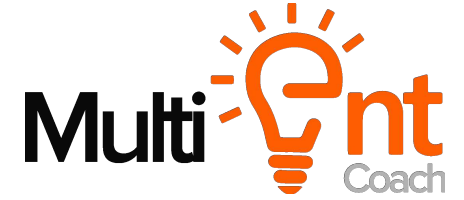
› Einloggen

› Registrieren und Businessplan erstellen

› Passwort vergessen?

4

The art of facilitation and building support



Topics of discussion in benchmark programme for founders in Germany

<https://gruenderplattform.de/>

GRÜNDER
PLATTFORM

Brainstorming Planung Finanzierung

Registrieren

Login

Blog



KFW



Brainstorming

Weißt du schon, ob du dein Ding machen willst? Hier bist du richtig - egal, ob auf Ideensuche oder schon mit konkreten Vorstellungen. Finde deinen Weg!

Inspirieren lassen

Planung

Geschäftsmodell und Businessplan entwickeln und testen. Schaff dir Sicherheit - mit Unterstützung der Gründungsförderer aus deiner Region!

Geschäftsmodell entwickeln

Finanzierung

Das Wichtigste zur Finanzierung lernen. Finanzierungs- und Förderpartner finden. In deiner Region - und mit direkter Finanzierungsanfrage.

Finanzierung finden

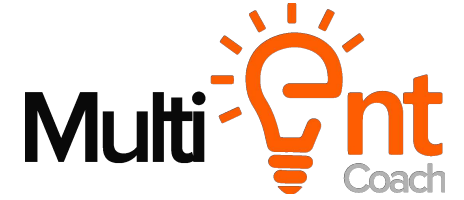


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Topics of discussion in pre-orientation

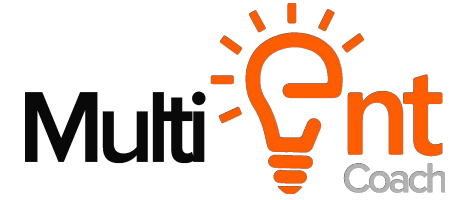
Basic Information and considerations

- My situation and motivation (What is my motivation? What are my aims and desires? Where do I want to be in 5 years?)
- Understanding my market
- Arguments for my product? Target group?
- Organising my business
- Organising finances

Q & A

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Topics of discussion in pre-orientation

Kinds of founding

- Founding a new business as a solo entrepreneur
- Founding next to a regular job
- Franchising
- Succeeding a company owner/buying a company
- Management-Buy-Out (MBO)
- Spin-off
- Buying into a company
- Founding in a free profession

Individual Profile - Reflecting about personality traits and individual resources

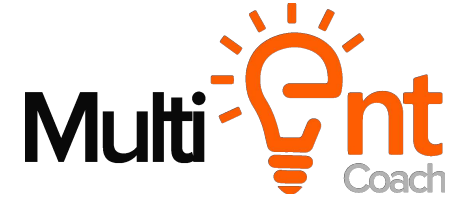
Typical mistakes

Other support available



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Topics of discussion in orientation

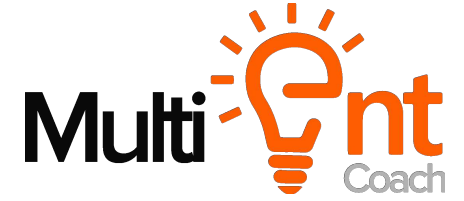
Choose a format which allows each client to clarify if he/she wants to be an entrepreneur/self-employed and if she/he is able to meet the requirements.

Some points to discuss:

- Individual profile
- Business ideas
- Access to financing
- Access to market
- Whether personal circumstances are compatible with the initial ideas

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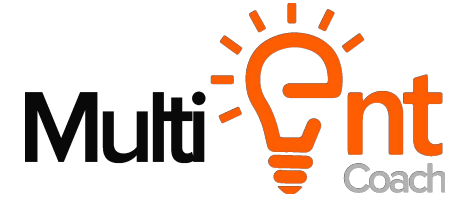


Topics of discussion in planning

- Facilitation: Provide participants with a clear schedule.
- In this phase a higher level of commitment is required.
- Make sure that all participants attend all relevant sessions.
- Introduce a system to monitor learning outcomes and give feedback on learning outcomes.
- Plan for formats to catch up on the required standard if necessary.

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Topics of discussion in planning

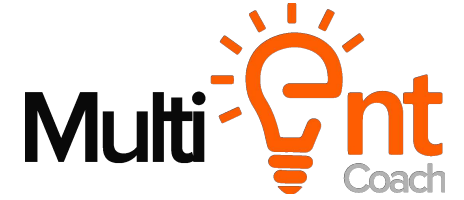
Some elements of content that is mandatory in this phase include:

- Where do I currently stand?

- ✓ Self assessment and reflection of personality and resources
- ✓ What are my individual and financial resources?
 - Understanding and analysing my potential market
 - Initial ideas: what value does my product/service add for the customer?
 - What is my unique advantage vs my (potential) competitors?
 - Acquiring customers
 - How do I acquire customers/jobs
 - Retail, marketing, public relations
 - Logistigs and retail channels
 - Pricing policy
 - Organising my business

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Topics of discussion in planning

- Laws to consider
- Appropriate legal form of my business

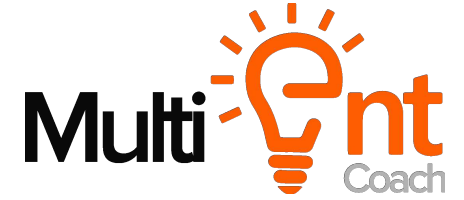
- ✓ Management and Self-management
 - Effective working
 - Employees? How to find, hire, manage...(if any)

- ✓ Organising my finances
 - Capital needed
 - Cash-flow planning
 - Insurance and retirement planning
 - Access to capital
 - Covering risks
 - Taking over an existing business
 - Free-lancing and professions

Adapted from: <https://www.gruendungswerkstatt-bodensee-oberschwaben.de/content/Planung>

4

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Topics of discussion in acting

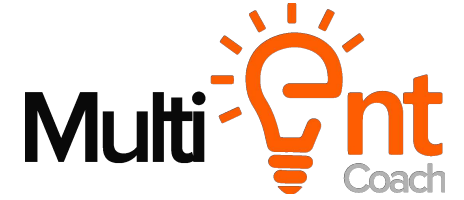
Finance and Controlling

- Indicators main indicators and their relevance
- Cooperation with your tax consultant
- Sector analysis
- Benchmarking
- Claims management
- Leasing – pros and cons
- Banks: evaluating financing offers, communicating with banks, understanding bankers, presenting to banks with success
- How banks evaluate securities
- Ensuring cash flow and liquidity



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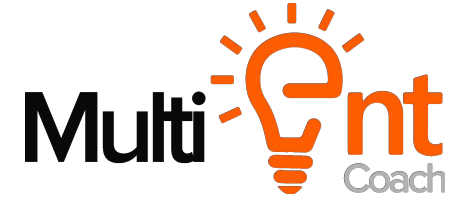
Topics of discussion in acting

Management: Organisation and Staff Management

- Managing yourself: time management
- Setting priorities
- General work organisation
- Writing invoices
- Keeping the books properly
- Keeping files properly
- Finding staff
- Calculating staff cost
- Principles of staff management
- Finding your management style
- Crisis management
- Insurances and risk management: e.g. occupational disablement insurance



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Topics of discussion in acting

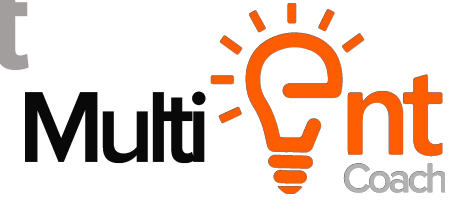
Legal Aspects

- Relevant laws (e.g. on competition, claims process, social insurance, laws on dependent employment/freelancing and insurance implications,
- Employment contracts
- ✓ Other consultancy offers and learning opportunities
- On-going consultancy
- Looking for appropriate consultants
- How to acquire entrepreneur know-how
- Start-up and business plan competitions and founder/start-up networks

Adapted from: <https://www.gruendungswerkstatt-bodensee-oberschwaben.de/content/Praxis>

5

Facilitator versus consultant



By FPIMM

“IF YOU TELL ME IT IS POSSIBLE TO FORGET, IF YOU SHOW ME I WILL REMEMBER, BUT IF YOU INVOLVE ME I WILL UNDERSTAND”

Facilitators are in charge to help the managers to **understand** their **experience** and to convert it in knowledge, competences or abilities necessary for solving working problems.

In this way, the **role of the facilitator** is:

-to **inspire** managers to generate ideas for business issues, to keep being innovative

-to **help** managers shaping their ideas, **assist** them with the methodology of **discovery, reflection and planning**

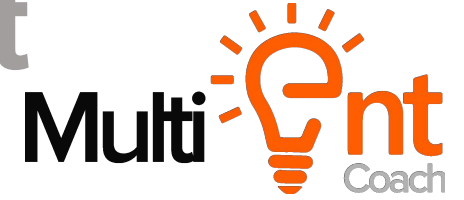
-to **encourage** active participation and **keep** them **focused** on the relevant activities

The Many Roles of a Facilitator



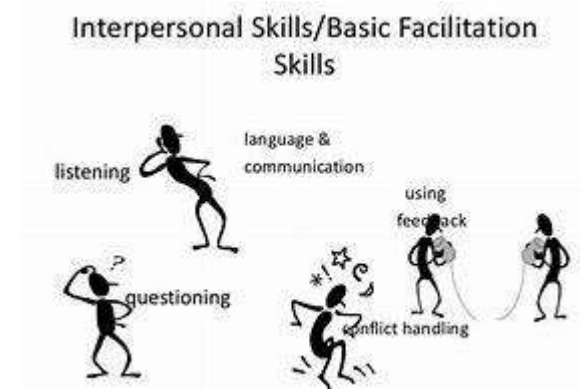
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Facilitator versus consultant



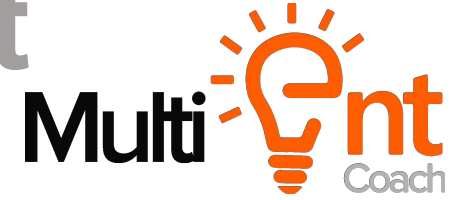
In order to facilitate the learning process, the **skills** and **aptitudes** of the facilitators include:

- LISTENING SKILLS – you will understand better your trainees needs if you listen them actively
- GOOD COMMUNICATION SKILLS – the ability to give expected and clear answers to all questions in every training situation, use body language for a better understanding of your message
- SIGNIFICANT DIDACTICAL SKILLS – the ability to apply different teaching techniques, to use audiovisual aids, to select appropriate instructional objectives and to explicitly formulate them, to give constructive feedback to trainees, to evaluate objectively trainees performances
- PRO-ACTIVE ATTITUDE - notice new opportunities and search new alternatives for solving problems and have the ability to practice those specialties in practical situations
- POSITIVE THINKING - tell the trainee which aspects of their line of thought are admirable



5

Facilitator versus consultant

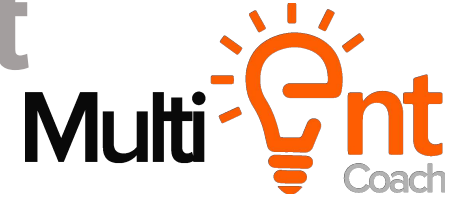


- PROBLEM SOLVING SKILLS - modeling the problem and combining various skills in dealing with a certain situation; after analyzing the situation and defining the problem the facilitator must be able to work out suitable solutions for it
- ABILITY TO OBSERVATION AND MAKING CONCLUSIONS - watching carefully the working process, trainees attitudes and drawing conclusions on it
- ABILITY TO SOLVE OBJECTIONS - help the trainees reflect objectively on raised issues, make them 'transparent' and then possibly discuss them
- ABILITY TO MOTIVATE TRAINEES – identify what really motivates the trainees and focus on that
- FLEXIBILITY/ ADAPTABILITY – the ability to change and adapt to unexpected situations



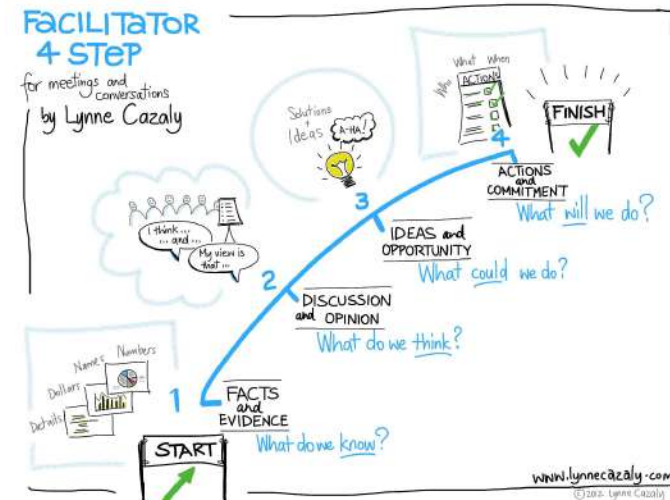
5

Facilitator versus consultant



Suggestions for facilitating adults learning:

- clarify how the learning will **help** the trainees **in their work/business**
- lessons /activities should **challenge their thinking** and **encourage** them to **envision new ways** of seeing things
- lessons /activities must be **connected to their experience**
- allow participants to be **active** and to **learn one from another**
- ask **open questions** and **listen carefully**
- ask for **ideas, new perspectives**
- encourage **constructive differences of opinions**
- understand that **people learn in different ways**
- **summarize** and let time for **reflection** and **self-assessment**
- get **examples from workplace**
- use **humour**; adults like to have fun as much as children do
- ask for **feedback** and valorize it
- be **respectful** to the trainees; learning needs an environment of comfort and respect



What to AVOID when facilitating learning

Excessive speech from facilitators instead of active listening; offer too many details

Teaching content without meaningful rationale

Not following the practical application of issues discussed

Relying heavily on lecture as the primary teaching method

Emphasizing abstract information

Taking away opportunities for self-learning

Repetition with irrelevant information

Forcing people to participate to discussions

Contradictory discussions related to interpretation of different situations

Inappropriate comments related to sensitive issues

Use of psychological games

Repeating activity until it goes well

Over analysis of discussed issues



CONSULTANTS

professionals with **specific area of expertise** who are **advising** managers regarding the ways of action for **improving the competitiveness** of the company

Phases of consultant mission:

- ✓ entry and contracting
- ✓ data collection and diagnosis
- ✓ action planning
- ✓ assisting
- ✓ finalisation



QUESTIONS to ask:

- **What problem do you want to solve?**
- **What do you expect from me?**
- **How we will work together?**

CONSULTING

- **Analysis by an expert**
- **Not neutral**
- **The consultant offers content in the form of expert advice and recommendations for action**
- **The consultant may be involved in the implementation**
-

FACILITATION

- **Analysis by client**
- **Neutral**
- **The facilitator invites an exchange of experience in the form of process, engaging the group to stay focused and on the point. Facilitator will not engage as resource expert.**
- **Recommendations for action are done by client.**
- **The client is responsible for implementation**

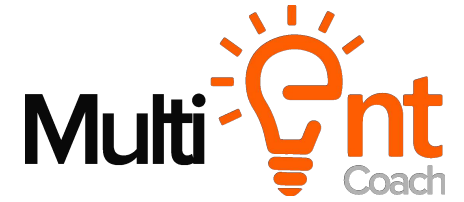
EXERCISE

Please identify what role is necessary (consultant or facilitator) in the following situations:

<i>CLIENT NEED</i>	<i>CONSULTANT/ FACILITATOR</i>
<ul style="list-style-type: none">▪ Research on competition▪ Guide a group to accomplish strategic planning▪ Advise on business subject matters▪ Enable a group of people to do team building▪ Analysis of investment project▪ Recommendation regarding human resources policy	

6

How to Elaborate an Innovative Programme for Practical Training of Entrepreneurial Competences



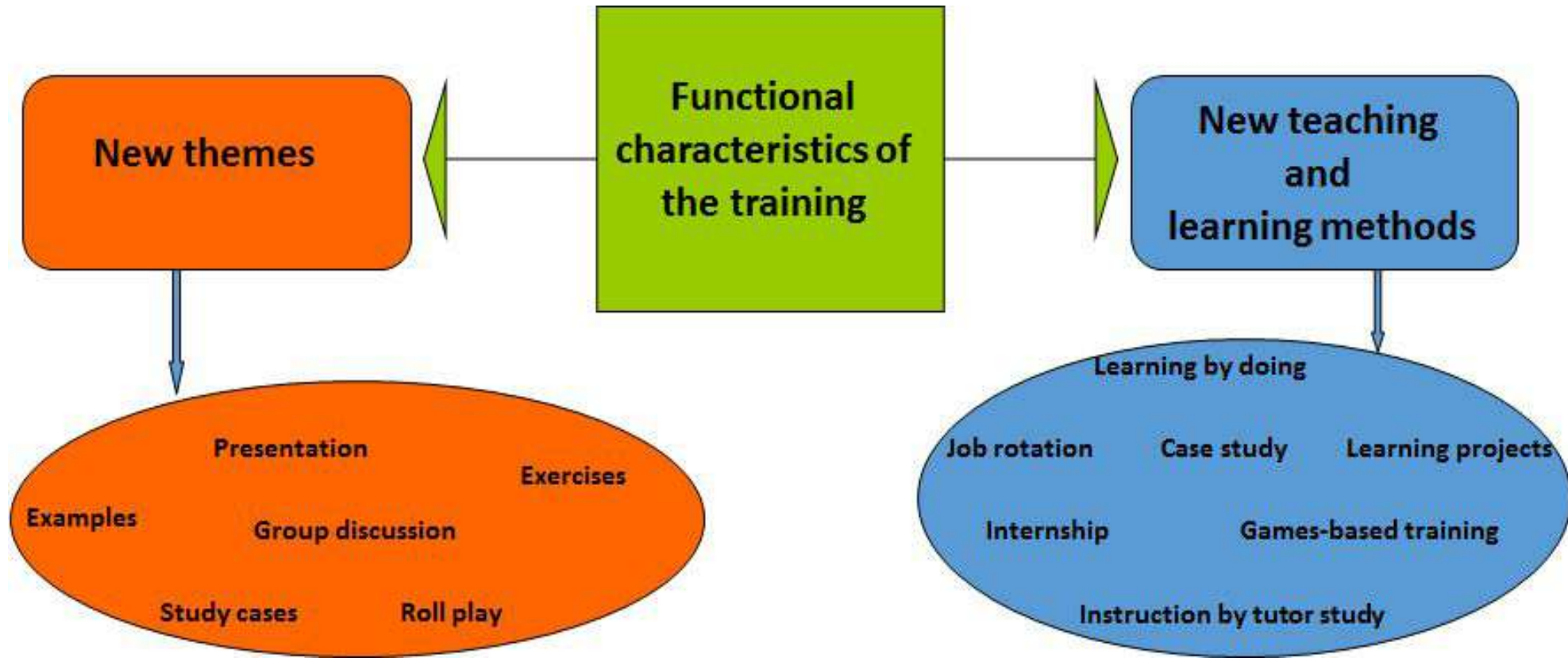
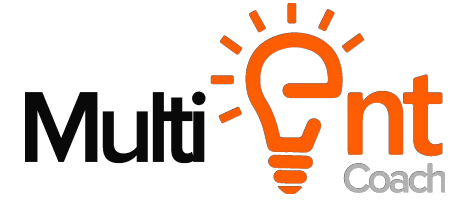
By FPIMM

Innovation as a business process consists of identifying market opportunities that lead to the introduction of new products, services, processes or to the modification of current ones.



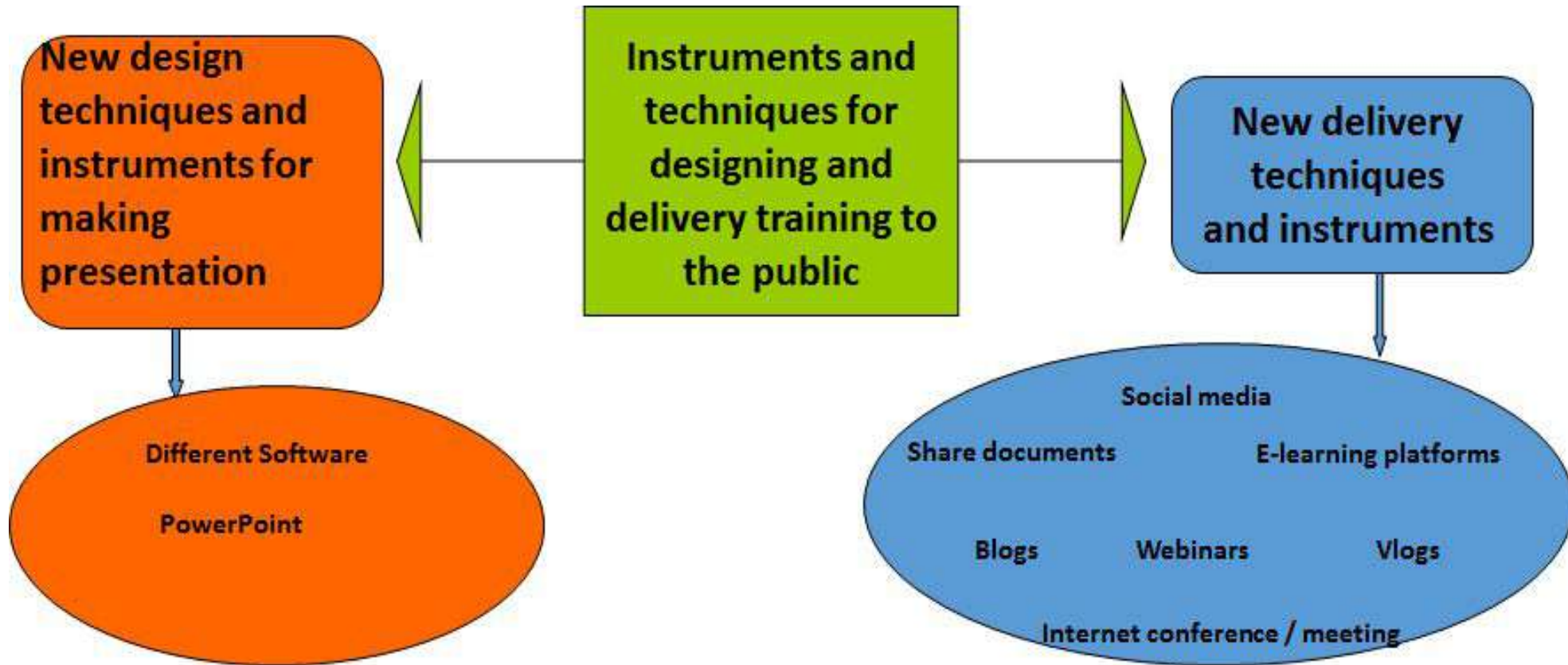
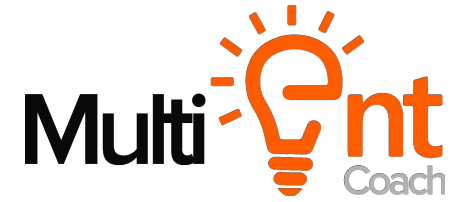
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How to Elaborate an Innovative Programme for Practical Training of Entrepreneurial Competences



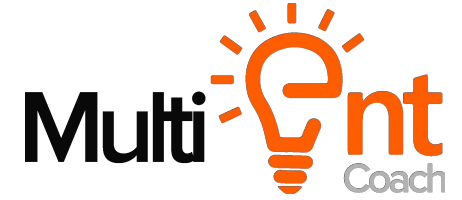
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How to Elaborate an Innovative Programme for Practical Training of Entrepreneurial Competences



7

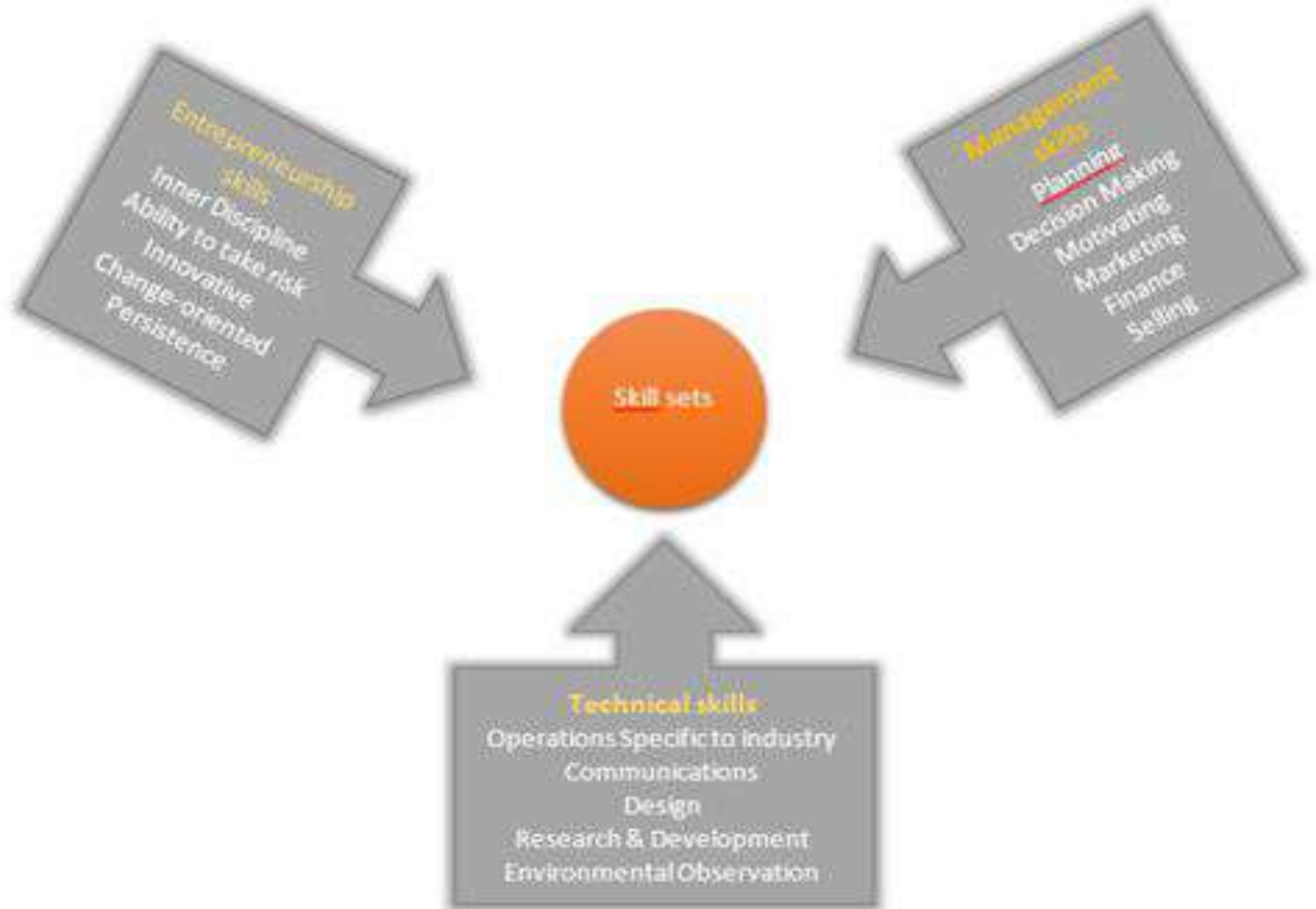
Facilitating entrepreneurial competences using ICT



By Storytelling

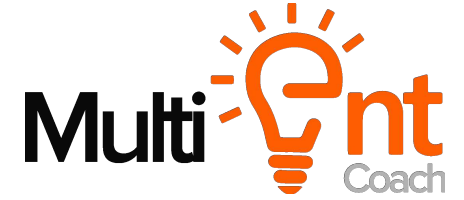
ICT in entrepreneurship includes:

- Access to Markets
- Virtual and efficient business coordination
- Advertising and Marketing Communication
- Increasing revenue streams and Saving Time/Money
- Teleconferencing



7

Facilitating entrepreneurial competences using ICT



ICT in entrepreneurship includes:

Access to Markets: E-commerce is commonly referred to as having greatly minimized the need for physical infrastructure for trade to take place.

Virtual and efficient business coordination: Technology has completely revolutionized the manner in which businesses operate. These businesses use apps and often times do not require the physical presence of the business owner and can often be efficiently run virtually such as Uber.

Advertising and Marketing Communication: With the emergence of social media, advertising messages can be reached via Twitter and Facebook or videos on YouTube etc at way cheaper rates.

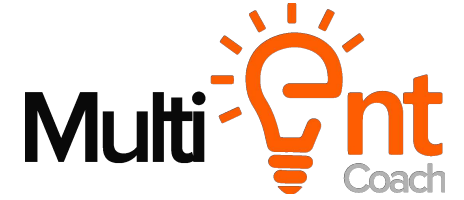
Increasing revenue streams and Saving Time/Money: Technology has provided new and exciting opportunities to increase revenue.

Teleconferencing: Important meetings can also be held via video conferencing technology systems which allow several locations to communicate via simultaneous 2-way audio and video transmissions, eliminating the logistics of travelling,



7

Facilitating entrepreneurial competences using ICT



ICT on developing entrepreneurial skills

Usefulness of the ICT tools is an important aspect of influencing the perceptions of the user and the frequency of the tool's usage:

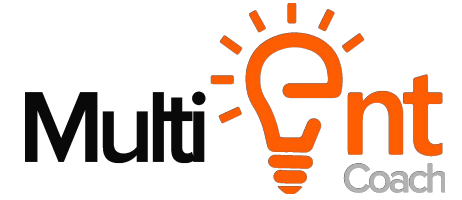
- 1 - In idea creation stage**, the most useful ICT tools are market research database and business plan software. According to the data, these tools seem to be perceived as equally useful.
- 2 - In the stage of business planning**, business plan software becomes more important with the role of proving the concepts.
- 3 - In the final stage**, of funding and marketing the most important tools are also business plan softwares.

Business plan software: *Good management requires setting specific objectives and then tracking and following up, so a business plan is an important tool for managing and growing the business.*



7

Facilitating entrepreneurial competences using ICT

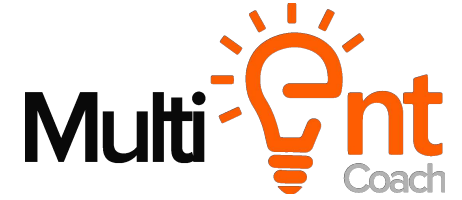


ICT on developing entrepreneurial skills - EXAMPLES

Productivity tools	Email management tools	Project management tools	Save you time	Tools for information collectors and note takers	Invoicing, accounting, and payroll tools	Marketing tools	Monitor and build your brand
Office (Excel, Word, Powerpoint)	Boomerang for Gmail boomeranggmail.com <i>write and schedule your emails</i>	Trello trello.com	LastPass Password Manager lastpass.com	Google Keep keep.google.com	Invoice Xpress	Google Analytics	Google Alerts google.com/alerts
Diagrams creation	Streak streak.com <i>Affordable CRM tool to manage your contacts, deals, projects, and messages</i>	Asana asana.com <i>Project and team management</i>	Google Dictionary extension	List.ly List.ly <i>This is Pinterest for "word people." Collect content from all over the web and organize it into lists</i>	SAP	MailChimp mailchimp.com	HARO helpareporter.com
Virtual drives (Dropbox, ...)			AdBlock extension	Goodreads extension <i>It allows to unload your brain and toss the Post-it notes reminding you to buy this or that book</i>	...	LinkedIn linkedin.com	

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Facilitating entrepreneurial competences using ICT

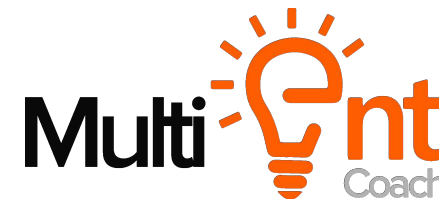


Barriers to company's growth

Internal Barriers	External Barriers
Psychological / Motivational Factors	Labour Market Conditions
Management Capability	Market Structure / Competition
Funding	Government Policy
Shortage of Orders	Economic Climate
Sales / Marketing Capacity	Legislation B
Poor Product / Service	Access to Markets



Facilitating entrepreneurial competences using ICT



General competencies for developing entrepreneurial skills

- **Technical Competencies:** competencies to produce the company's product or service;
- **Management skills:** capabilities for the day-to-day management and administration;
- **Entrepreneurial Skills:** which involves the identification action on them and personal maturity skills (related with self-awareness, responsibility, emotional competencies and creative competencies).

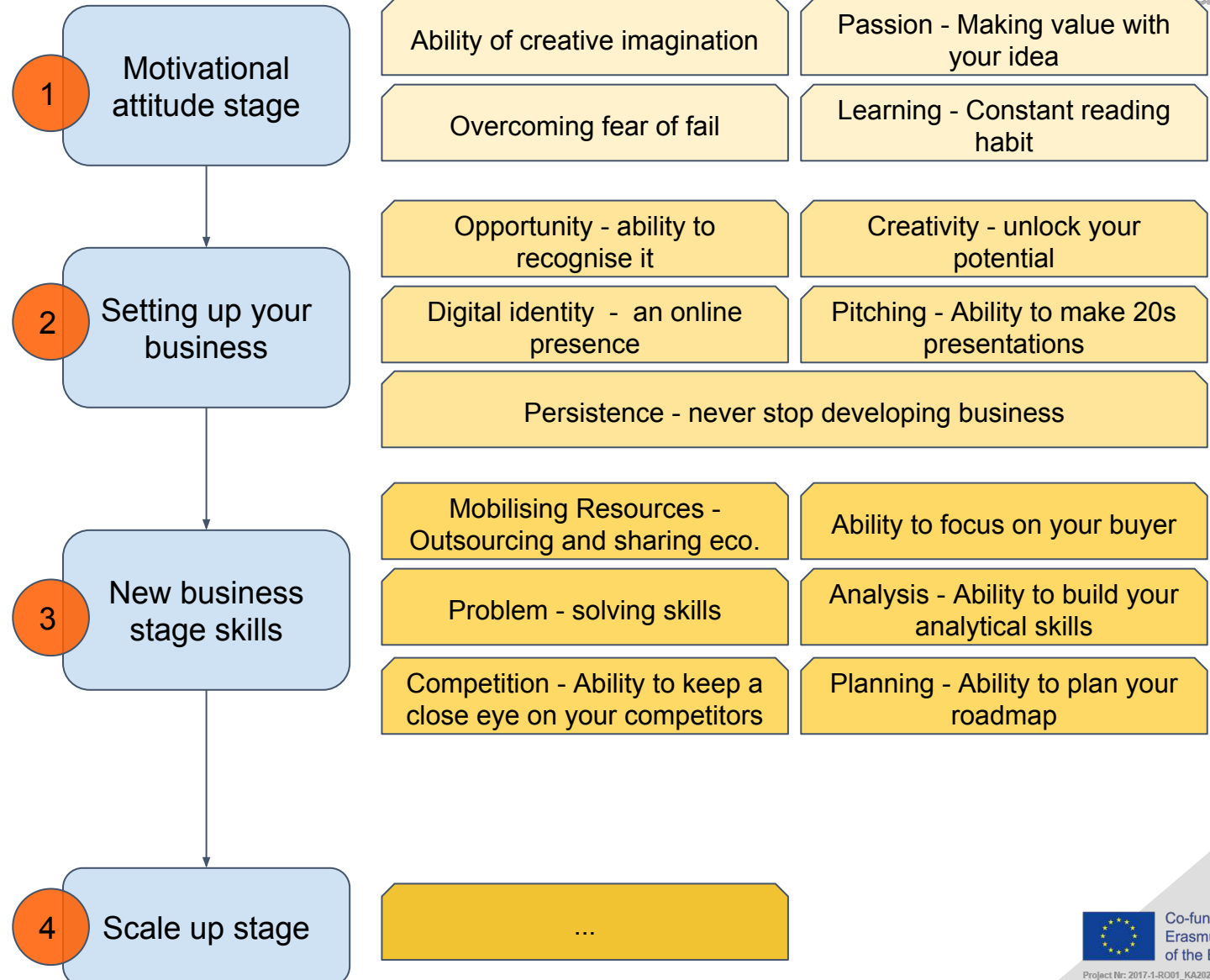
8 Necessary soft skills for becoming an successful entrepreneur



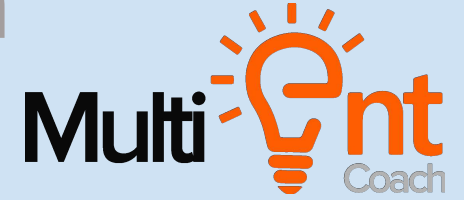
By GrantXpert& PIA

Every business stage require its own set of soft skills, which builds on previous ones and interlocks with others.

In involves constant learning and changing of mindset.



8 Necessary soft skills for becoming an successful entrepreneur



1 Motivational attitude stage

Soft skills for the preparation to be an entrepreneur

- ✓ A young entrepreneur need
 - A mindset preparation
 - A habit of constant learning
 - Ability to see what we wants to achieve
 - Fell desire to make positive change

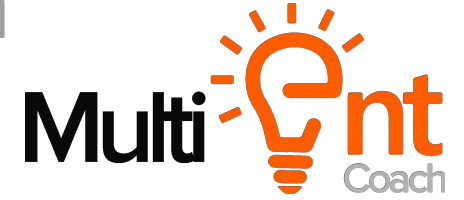
Ability of creative imagination

Passion - Making value with your idea

Overcoming fear of fail

Learning - Constant reading habit

⑧ Necessary soft skills for becoming an successful entrepreneur



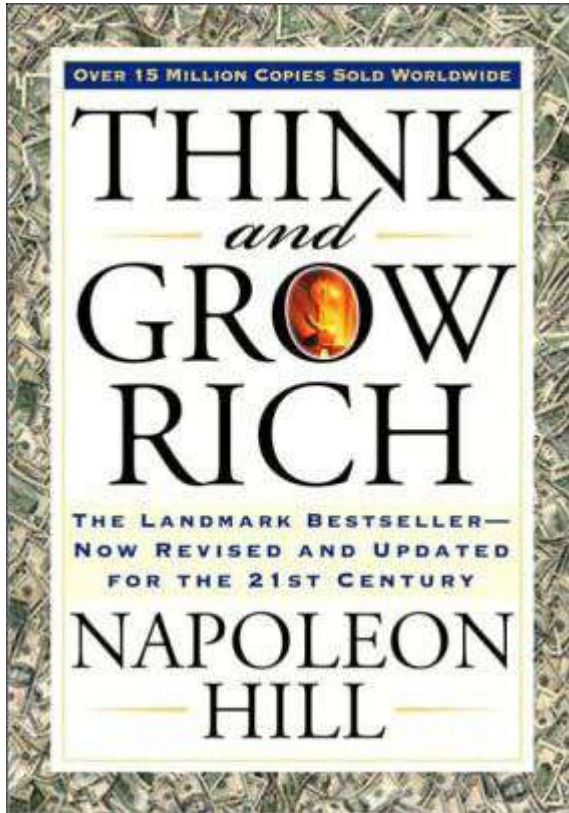
1 Motivational attitude stage

Ability of creative imagination

- All top performers know the importance of picturing themselves succeeding in their minds before they actually do in reality
- Imagining a desired future might increase one's motivation and effort to attain it.
 - It teaches your brain to recognise what resources it will need to help you succeed in reaching your goals.
 - It creates an inner motivation to strive for your goals and dreams
 - It promotes positive thinking, which will help you to stay on track to be successful in the long run
- Creative imagination also mean to give up your bad habit of complaining, specially about money

Necessary soft skills for becoming an successful entrepreneur

Ability of creative imagination



“one of the most influential business books of all time”

Chapter 2:

“All thoughts, which have been emotionalised (given feeling) and mixed with faith begin immediately to translate themselves into their physical equivalent or counterpart”.

With other words:

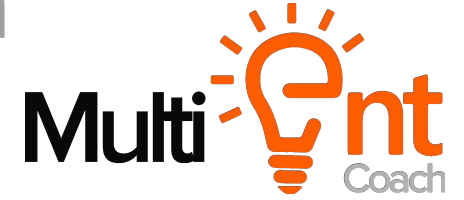
- you need to see what you want to achieve
- you need to believe in this vision

This is the power of creative imagination.

8

Necessary soft skills for becoming an successful entrepreneur

Ability of creative imagination



1

Motivational attitude stage

Vision board (30 minutes)

Preparation

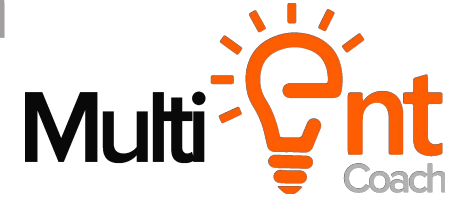
- Everyone gets A3 paper, every table set of color pencils

Exercise

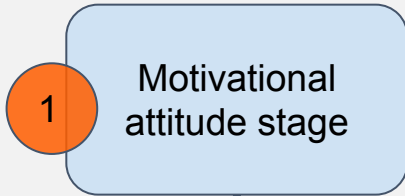
- Have a clear idea of what is your “moment of success”
- Draw in the centre of the paper your final goal. Draw as many details as possible: Colours, emotions, peoples’ expressions, smells, ambient
- Imagine the impact it will have on the people: See the effect that we bring about around us: an audience that applauds, a satisfied customer
- Don’t forget to add where you want to be after this goal will be achieved

Exercise

⑧ Necessary soft skills for becoming an successful entrepreneur



“There is only one thing that makes a dream impossible to achieve: the fear of failure” - Paulo Coelho



- To be able to overcome fear, a young entrepreneur need a mindset preparation.
- It is important to be as enthusiastic about failure as you are about success.
- You can analyse all potential outcomes even though you could not be aware about the overcome; learn to think more positively; identify the worst case scenario; have a contingency plan; focus on what you can control; and reduce risk by taking incremental steps.

**Overcoming
fear of fail**

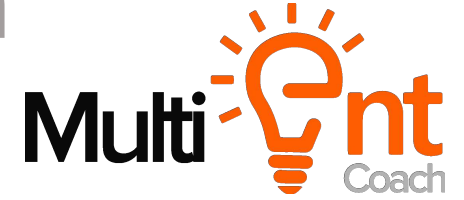
Necessary soft skills for becoming an successful entrepreneur

Overcoming fear of fail

Examples of successful people that they overcome the fear of failure:

- Albert Einstein – He wasn't able to speak until he was almost 4-years-old and his teachers said he would "never amount to much".
- Michael Jordan – After being cut from his high school basketball team, he went home, locked himself in his room, and cried.
- Walt Disney – Fired from a newspaper for "lacking imagination" and "having no original ideas".
- Steve Jobs – At 30 years old he was left devastated and depressed after being unceremoniously removed from the company he started.
- Oprah Winfrey – Was demoted from her job as a new anchor because she "wasn't fit for television".
- The Beatles – Rejected by Decca Recording Studios, who said "we don't like their sound – they have no future in show business".

⑧ Necessary soft skills for becoming an successful entrepreneur



1 Motivational attitude stage

**Passion -
making
value with
your idea**

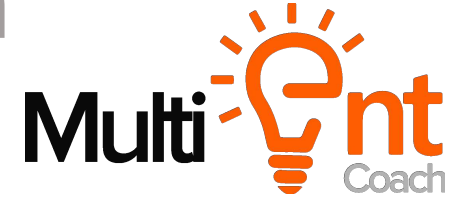
Money is not a goal - it is a consequence. Meaning is essential to human beings. —Fritjof Capra

- Why be an entrepreneur if the money isn't the reason?
- If you pursue something just for the potential big pay day, every entrepreneur can guarantee you one thing - you will fail miserably!
- When you start something strictly for money, your heart is not into it which makes it impossible to persevere through the difficulties and challenges you will face.
- With your business you need to foresee the difference you are making - and you need to believe it.
- Statistics:
 - Businesses with 'higher ideals' – those focused on improving people's lives – grew three times faster than their competitors.
 - P&G global marketing director Jim Stengel collected 10 years of data across 50,000 brands, he found a direct relationship between a brand's ability to serve a higher purpose and its financial performance.

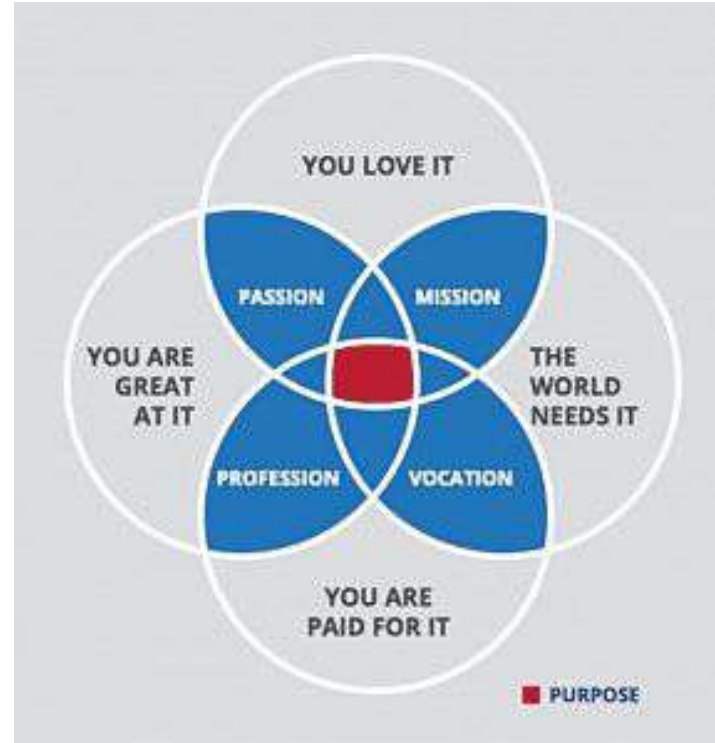
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Necessary soft skills for becoming an successful entrepreneur

Making value with your idea



Motivational attitude stage



Purpose of your business (15 minutes)

Preparation

- Everyone gets A3 paper, every table set of color pencils

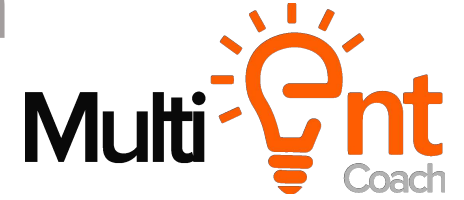
Exercise

- Every participant should draw this scheme in the middle of the paper
- For every of four parts - they should define topics (what is that?) for their business or business idea

Exercise

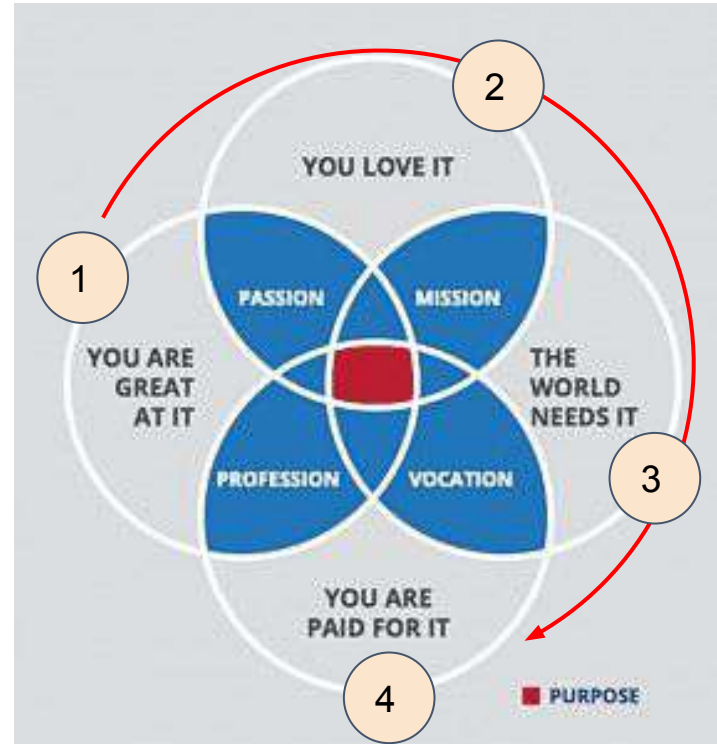
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Necessary soft skills for becoming an successful entrepreneur



Making value with your idea

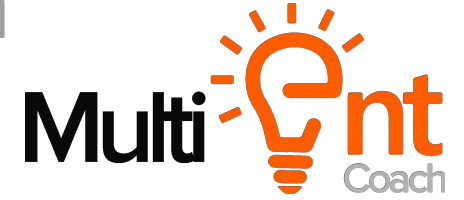
Motivational attitude stage



- Are we great at what we do in the eyes of our customers?
- Does what we do make the world a better place in the eyes of our grandchildren?
- Do you / your employees love what we do and the way we do it?
- Do you / will you get paid a sustainable value for what we do?

Exercise

⑧ Necessary soft skills for becoming an successful entrepreneur



LEARNING - CONSTANT READING HABIT

“The ability to learn faster than your competitors may be the only sustainable competitive advantage” – Arie de Geus

World's highest achievers have one thing in common: it isn't a high IQ, nor is it an incredible lucky streak, but their appreciation for constant learning through reading and practicing.

The world is bursting with learning!

- There are several million business books
- 3 000 TED talks
- 10 000 MOOCs
- hundreds of thousands of e-learning courses
- millions of self-published articles on platforms such as LinkedIn and Medium.

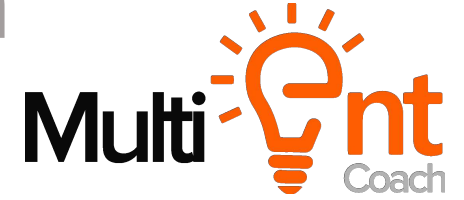
The modern learner has very little time for learning –less than 1% of their time (Bersin, Deloitte).

1 Motivational attitude stage

**Learning -
constant
reading
habit**

8

Necessary soft skills for becoming an successful entrepreneur



Self-improvement is necessary to **getting ahead at work!**

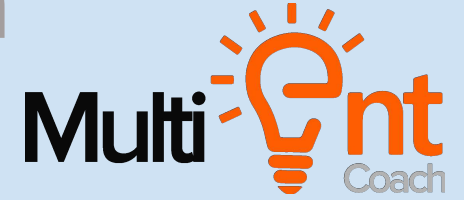
Learning techniques vary depending on the skill and the person!

- Tech entrepreneur Elon Musk reportedly learned how to build rockets by reading books.
- Warren Buffett, one of the most successful investors in USA, state that he spends 80% of his day reading.
- Bill Gates, the richest man in the world and a lifelong bookworm, reads about 50 books a year, but strictly nonfiction ones.
- Roosevelt was what we might call a “lifetime learner”. Learning became for him a mode of personal enjoyment and a path to professional success.

The continuous and persistent learning must become a habit and as such it requires careful cultivation.

Unlearn what you have learned to explore alternatives!

8 Necessary soft skills for becoming an successful entrepreneur



2

Setting up your business stage

Soft skills for when you are developing your service or prototype and you are about to register new company

- You have set-up your business and start to sell your service or product.
- Now you have in general two goals:
 - Present yourselves to the clients
 - Fine tune and further develop your business idea

Opportunity - ability to recognise it

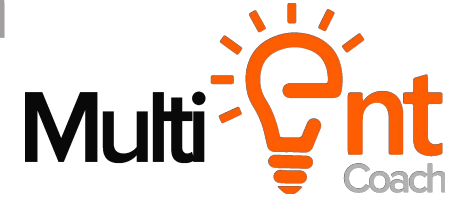
Creativity - unlock your potential

Digital identity - an online presence

Pitching - Ability to make 20s presentations

Persistence - never stop developing business

⑧ Necessary soft skills for becoming an successful entrepreneur



ABILITY TO RECOGNISE OPPORTUNITY

“If there was one life skill everyone on the planet needed, it was the ability to think with critical objectivity.” - Josh Lanyon

Opportunity is a deviation between current expectations and a potentially better situation; a favourable or advantageous circumstance or combination of circumstances.

The **SIX ROOTS** of opportunity are:

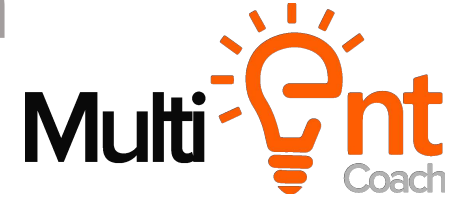
1. Problems that your business could solve;
2. Changes in laws, situations and trends;
3. Inventions of totally new products or services;
4. Competition;
5. Technological advances, as Scientists may invent technology, entrepreneurs figure out how to sell the technology;
6. Unique Knowledge of one’s neighborhood, friends and community.

2 Setting up your business stage

Ability to recognize opportunity

8

Necessary soft skills for becoming an successful entrepreneur



- At the real heart of entrepreneurship are **3** things:
- the ability to **identify or recognise** opportunity,
 - the ability to **review or assess** opportunity
 - the ability to successfully **execute and realise** opportunity.

The starting point of any business organisation is a powerful **IDEA**!!!

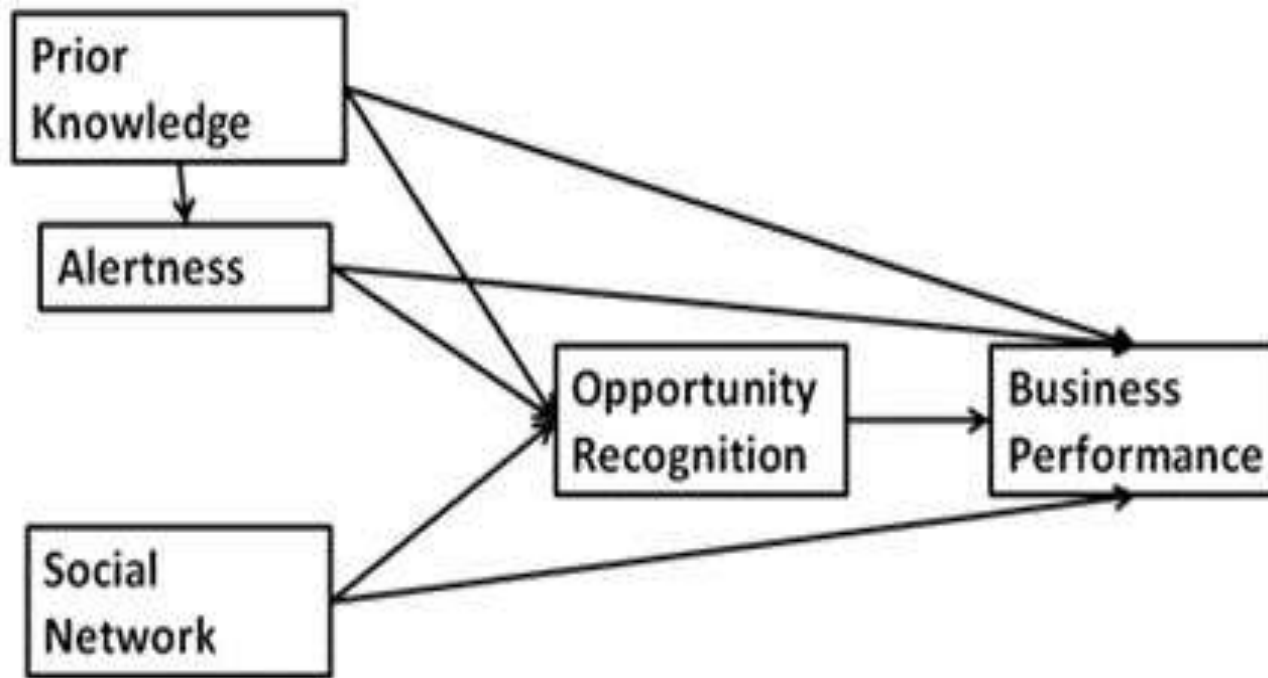
An idea worth thinking about, an idea worth enhancing and developing, an idea worth converting into a business.

The most innovative company leaders are delivering progressive solutions to customers.

- Steve Jobs - APPLE recognised the tremendous opportunity to make Apple a cutting-edge innovator in mobile technology.
- Amazon.com founder Jeff Bezos - recognized the power of online book sales long before traditional book sellers.

⑧ Necessary soft skills for becoming an successful entrepreneur

Why do some people see the entrepreneurial opportunity while others don't?



⑧ Necessary soft skills for becoming an successful entrepreneur

Exercise - Game of Alternative Uses

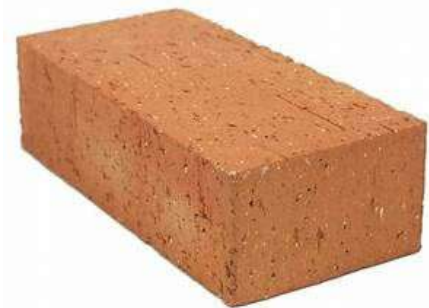
Estimated time: 2 minutes for each object

Materials: Pens and paper

Description:

Alternative Uses

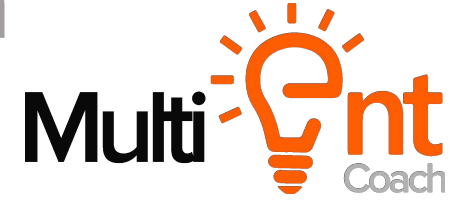
Think of as many uses as possible for everyday objects



- Paper clips
- Chair
- Mug
- Brick
- Table
- Spoon Etc.



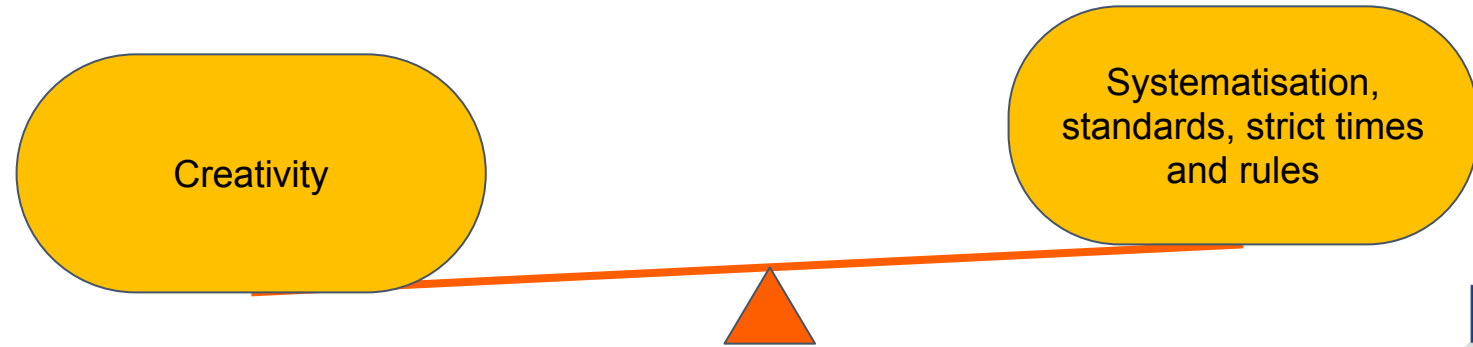
⑧ Necessary soft skills for becoming an successful entrepreneur



2 Setting up your business stage

- Creativity potential is in general in two fields
 - In passion and what you love to do
 - In doubt of existing
- Creativity cannot be forced!
- Creativity is synonym of free thinking, non judging, open mindedness, limitless, without rules.
- Creativity is on the opposite side to the systematisation, standards, strict times and rules.

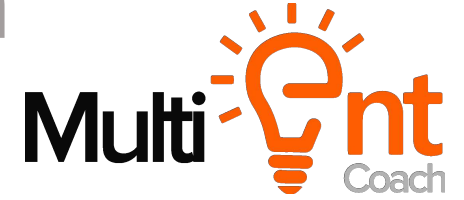
Creativity - unlock your potential



8

Necessary soft skills for becoming an successful entrepreneur

Creativity - unlock your potential



2

Setting up your business stage

Find your talents you are unaware of (5 minutes)

Preparation

- Everyone gets A4 paper, every table set of color pencils

Exercise

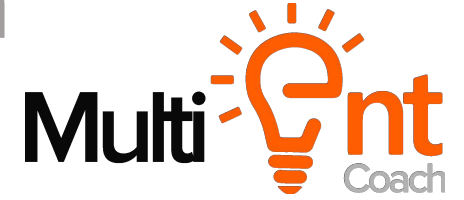
- Lets participants do a mind map with their name and the word "TALENTS" in the middle

Questions for help:

- Are there things you like to do and other people have complimented?
- Is there something you would like to do but you didn't for some reasons?
- Notice when you lose track of time, or what you hate to stop doing - this is your passion and needs to be done more frequently.
- Think of what you loved to do as a child - before the grown-ups get to us with their ideas, most of us know exactly who we are and what would make us happiest

Exercise

⑧ Necessary soft skills for becoming an successful entrepreneur



2 Setting up your business stage

Influencing others

INFLUENCING OTHERS BUILD DIGITAL IDENTITY AND BECOME INFLUENCER

"Nothing builds your brand like a good story". - Susan Chritton

To create a **professional digital identity** → you first need to **understand what makes you, YOU.**

You need to know who you are, what your story is, and most importantly stick with that story.

To create your **personal brand**, you have also to:

- identify your target audience,
- set yourself apart from your competitors
- clearly synthesize what you stand for.

Choose the **TOOLS** that will help you develop your identity!

**Once you know what you want to say,
and you've chosen your tools,
it's time to write your story.**

Necessary soft skills for becoming an successful entrepreneur

Exercise - BRAND U

From Young Leaders Programme (LLP 2012-2014)

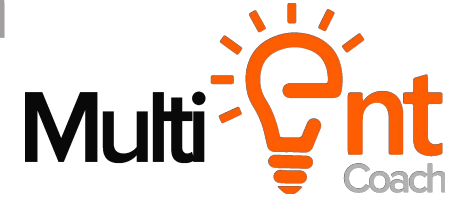
Estimated time: 40 minutes

Materials: A3 sheets for each participant, various magazines, scissors and glues.

Description:

1. Think of the following questions and then create a collage which describes your **abilities** as a person and as a (future) professional.
2. Add a **tag line** to your personal brand. (Imagine this activity as part of the creation of your digital identity for the promotion of your business)
3. You can use pictures from the magazines, drawings or any object that can best describe your personality.
 - Identify the primary "**product**" you have to offer to others (service, resource, special ability, etc.)
 - Identify your **core values**. What really matters to you?
 - Identify your **passions**. What things or ideas do you love?
 - Identify your **talents**. What have you always been recognized for?
 - What do you **do better than most other people**? What skills do people seem to notice in you?
3. Finally, give a 1-2 min. presentation of your collage.

⑧ Necessary soft skills for becoming an successful entrepreneur



PITCHING

ABILITY TO MAKE A 20 SECONDS PRESENTATION OF WHAT YOU ARE DOING

“Ideas alone are not scalable.

Only when an idea is put into words that people can clearly understand can an idea inspire action”.

Simon Sinek (British/American author, motivational speaker and marketing consultant)

- What do you think a pitch is?

*A pitch is a **story** or a communication of messages between two parties, with the main goal of selling, influencing, educating or informing.*

- What are the criteria of a good pitch?
- What are the skills of a good presenter?
- Is presenting a skill or a talent (nurture vs nature)?

The best presenters are those who mastered the art through practice

2 Setting up your business stage

Pitching

Necessary soft skills for becoming an successful entrepreneur

Mini Pitches & Attention Grabbers: Condensing your messages:

- Elevator pitch: https://www.youtube.com/watch?v=5_wc7agBSZA
- Hollywood headline (attention grabber)

Elevator pitches and Hollywood headlines are tools that allow people to instantly communicate or pitch a message to another person

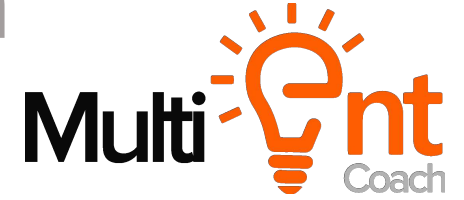


Necessary soft skills for becoming an successful entrepreneur

Pitch Structure	Language	Body Language & Voice Tone
<ul style="list-style-type: none"> ▪ Knowing the goal of your presentation ▪ Key points and key messages ▪ Structure: Intro, Main Body, Conclusion ▪ Knowing the story 	<ul style="list-style-type: none"> ▪ Not everyone is a scientist/engineer ▪ Don't waffle ▪ Investor's language ▪ Memorise the beginning and end 	<ul style="list-style-type: none"> ▪ The power of pauses ▪ Eye Contact (large or small groups of people) ▪ Using props ▪ Confident but not arrogant ▪ Intonation/emphasis ▪ Umzing and erring

8

Necessary soft skills for becoming an successful entrepreneur



Exercise - One-minute pitch. Estimated time: 15 MINUTES

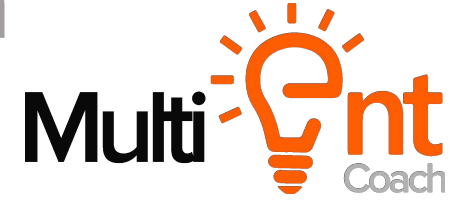
Example video 1: <https://www.youtube.com/watch?v=i6O98o2FRHw>

Example video 2: <https://www.youtube.com/watch?v=3xn88qYx0OQ>

This exercise comprises of two sections.

- In a few minutes, I will give each of you/each team (teams of 2) a product and the name of a business. First, I want you to think about the product for 3 minutes and prepare what you want to say.
- Then you will stand up here in front of everyone and pitch about it for one whole minute. You will do the same for the business idea. You are not expected to talk specifics about the product or business. Your only goal is to just keep talking for the whole minute and tell us a story.

⑧ Necessary soft skills for becoming an successful entrepreneur



2 Setting up your business stage

Attitude of customers changes, technologies changes, communication channels changes. So, business owners should change their business too

- Traditional product testing
 - Spend months or years and money to come up with the perfect product;
 - Spend more money to market it and hope people buy;
 - Then, you will know if you are succeeded or failed.

Persistence - never stop developing your business

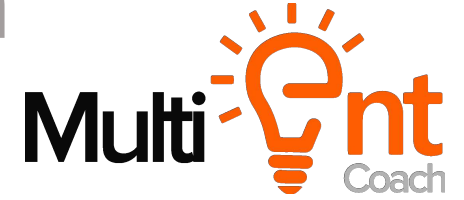
- *“Growth hacking is a process of rapid experimentation across marketing channels and product development to identify the most effective, efficient ways to grow a business.”*
- Grow Hack - it is important that you do not need to use standard or high cost channels for getting feedback to test the product

Process of Growth hack:

- Create a “minimum viable product” (MVP) that you think will be liked by consumers;
- Test that product with your final customers. People love to give feedback if the product is useful for them;
- Make changes to the product from feedback;
- Repeat steps until you have a perfect product.

8

Necessary soft skills for becoming an successful entrepreneur



Persistence

2

Setting up your business stage

Getting feedback (10 minutes brainstorming, 5 minutes feedback)

Preparation

- Make groups of five people, every group gets A3 paper, every table set of color pencils

Steps for the exercise:

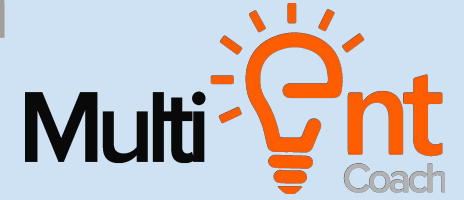
Have you been working with an untested assumption? What are small tests you can create to get quick, actionable feedback on those assumptions?

- Select common product or service which you want to test (for example - sell unique local souvenirs over the internet)
- Brainstorm on the ideas, how to get free feedback on the product or service
- Every group present the results of the brainstorming
- Comments on the ideas

Exercise

8

Necessary soft skills for becoming an successful entrepreneur



3

New business stage skills

Soft skills when your business is set-up and working

- In this time, your focus will be on your buyer, getting feedback and analyse it to plan new model and approach.
- You will also check how your competition is doing and try to make service/product better than they

Mobilising Resources - Outsourcing and sharing eco.

Ability to focus on your buyer

Problem - solving skills

Analysis - Ability to build your analytical skills

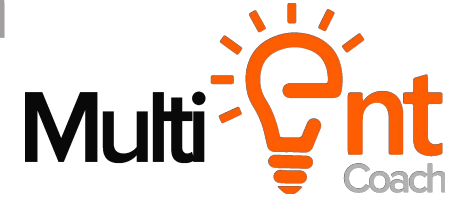
Competition - Ability to keep a close eye on your competitors

Planning - Ability to plan your roadmap

Competition - Ability to keep a close eye on your competitors



⑧ Necessary soft skills for becoming an successful entrepreneur



3

New business stage skills

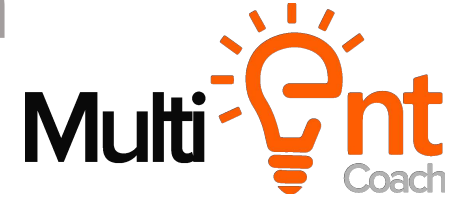
Mobilising Resources - Outsourcing and sharing economy

- Don't try to do everything by yourselves - you do not have all skills for making perfect job
- Outsourcing - obtain (goods or a service) by contract from an outside supplier
- You can find many websites which connects clients (you) with the freelancer (somebody who is in general self-employed and has knowledge you need) for a fraction of the money you will spend for developing it yourselves
- When you start to think about outsourcing, your role become more manager than the producer. You have general picture and you outsource parts of the development.

What is good and what is bad side of the outsourcing?

8

Necessary soft skills for becoming an successful entrepreneur



Mobilising Resources

3

New business stage skills

Manageable parts (10 minutes brainstorming, 5 minutes feedback)

Preparation

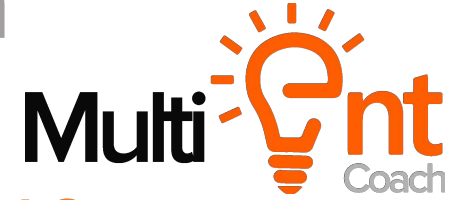
- Make groups of five people, every group gets A3 paper, every table set of color pencils

Steps for the exercise:

- Select a unique task which needs to be developed by the outsourced team (for example, website). It needs to be the same task for every group so at the end groups can compare how the exercise was prepared
- Every group present their work, other groups comment it

Exercise

⑧ Necessary soft skills for becoming an successful entrepreneur



PROBLEM-SOLVING SKILLS

*“Problems are only opportunities in work clothes”
Henry Kaiser (American industrialist)*

4 basic steps in solving a problem

Problem solving is the act of:

- defining a problem;
- determining the cause of the problem;
- identifying, prioritising and selecting alternatives for a solution;
 - and implementing a solution.

Using **established tools** and **techniques** will help you improve your approach to solve the problems that your team and your organization face.

You'll be more successful at solving problems and, because of this, more successful at what you do!

3 New business stage skills

Problem solving skills

⑧ Necessary soft skills for becoming an successful entrepreneur

Exercise - SPAGHETTI TOWER (MARSHMALLOW CHALLENGE)

Estimated time: 45 minutes

Materials:

Each team gets the same set of supplies:

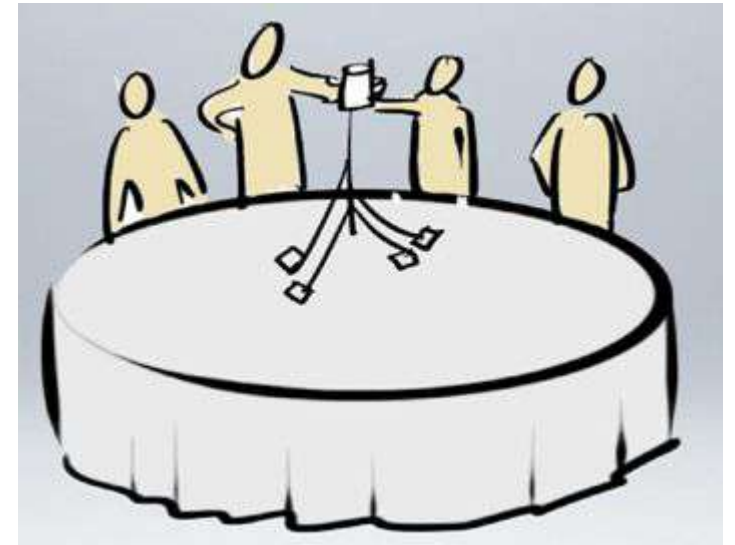


Necessary soft skills for becoming an successful entrepreneur

Exercise - SPAGHETTI TOWER (MARSHMALLOW CHALLENGE)

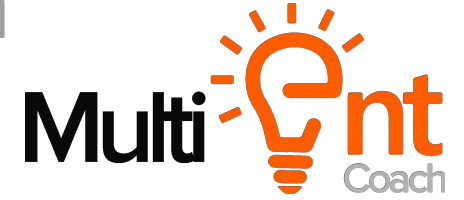
Description:

- You have to build the tallest free-standing structure
- The entire marshmallow has to be on the top (not to be cut/eaten)
- You may use as much or as little of the materials given to each group
- You can cut or brake materials (except the marshmallow)
- Set a timer for 20 minutes
- When completed, no-one is allowed to hold the structure.
- At the end we will measure the structures, and the tallest is the winning team!



The winning team will be the one to build the tallest possible free-standing tower in 20 minutes that will support the marshmallow.

8 Necessary soft skills for becoming an successful entrepreneur



ABILITY TO BUILD YOUR ANALYTICAL SKILLS

Collecting, organizing, analyzing and interpreting data plays a key role in running successfully a business!

Analytical skill is the ability to visualize, articulate, and solve both complex and uncomplicated problems and concepts.

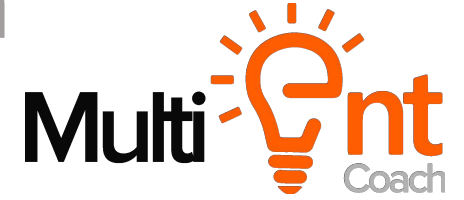
There are many examples of analytical skills. A few examples include:

- **Analyzing abilities:** The ability to take large volumes of data and then analyze trends and produce a result
- **Dealing with problems:** Give examples of problem solving at work
- **Programming:** Write a systems programme with accurate results output
- **Reporting:** A written report on the effectiveness of a particular event such as a political campaign
- **Handling assignments effectively:** Discovering a more efficient and productive way to complete a particular job task.
- **Process:** Creating a set of steps to implement a process that could have a yes or no outcome.
- **Problem handler:** Identifying a problem and then creating a repair to avoid it becoming a major problem.

3 New business stage skills

Analytical skills

⑧ Necessary soft skills for becoming an successful entrepreneur



Group Exercise - The Problematic Garden

From Young Leaders Programme (LLP 2012-2014)

Estimated time: 45 minutes

Description:

- There are 25 cards that explain a specific situation. The cards will be shared equally between the members of each team (max. 5-6 members in each team).
- Each team has to write down: **the definition of the problem** (cause, limitations, target goal), based on information described in the cards.
- Teams have 30 minutes available for discussion and 5 minutes for developing the written definition of the problem.
- At the end of the exercise, each team will describe how it worked (communication between the members, ways of analyzing the problem, etc).

The rules of the exercise:

- You cannot exchange your cards with the other team members.
 - You cannot show your cards to other team members.
- Communication will be verbal. You can repeat your thoughts if needed.
 - You cannot keep notes.
- Any information deemed unnecessary by the team, will stay capsized on the table and
 - will not be used.

8 Necessary soft skills for becoming an successful entrepreneur

Group Exercise - The Problematic Garden
Glossary

Greensward



Mounds/
Molehills



Mole



Lawn mower



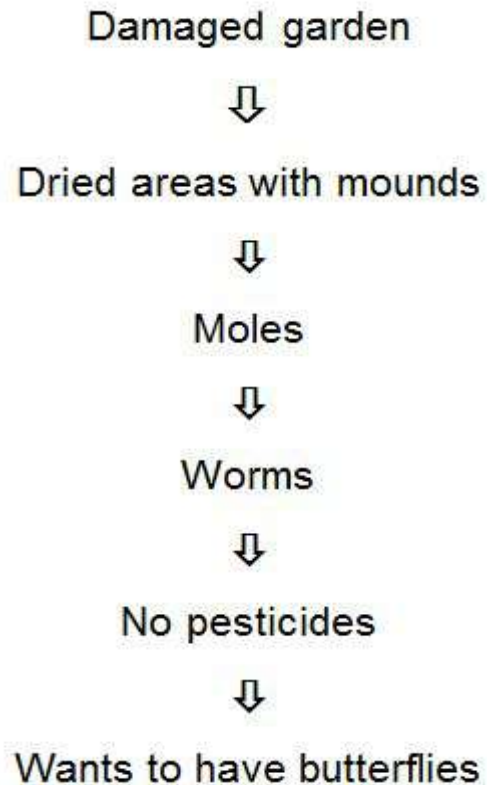
Larvae



8 Necessary soft skills for becoming an successful entrepreneur

Group Exercise - The Problematic Garden Glossary

Cause – Effect Sequence



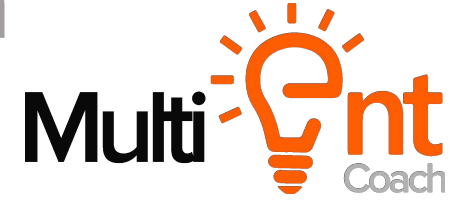
Target goal:
To have a nice garden with butterflies
(as to avoid neighbour's comments)

Limitation:
To keep the worms (larvae)

Definition of the problem:
How to get rid of the moles!

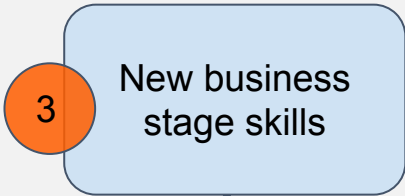


8 Necessary soft skills for becoming an successful entrepreneur



YOUR BUYER

ABILITY TO FOCUS ON YOUR BUYER WHEN DEVELOPING PRODUCT OR SERVICE



Ability to focus on your buyer

What does your startup / company do?
Who does it serve, and how is it different or unique?

Two different answers to the question above that are related to a different starting approach:

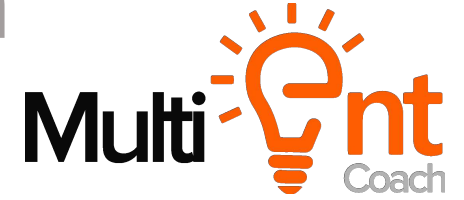
- A. Why a customer should buy my product? – product development
- B. What differentiates my product from competitors? - customer approach

What is the next step?

- Answer these questions quickly and effectively. If not, target audiences (consumers, partners, investors, media) will move on.
- Build a strong value proposition
- Start to gain a customer perspective
- Get confident with customer's pains and gains (problems and expectations), not only the ones related with a functional problem, but also the ones that deal with social/personal/emotional expectations.

8

Necessary soft skills for becoming an successful entrepreneur



YOUR BUYER

ABILITY TO FOCUS ON YOUR BUYER WHEN DEVELOPING PRODUCT OR SERVICE

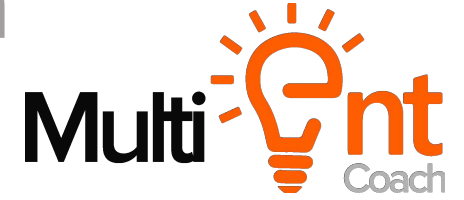
What is a value proposition?

A value proposition is a promise of value to be delivered.
-It is the primary reason a prospect should buy from you.

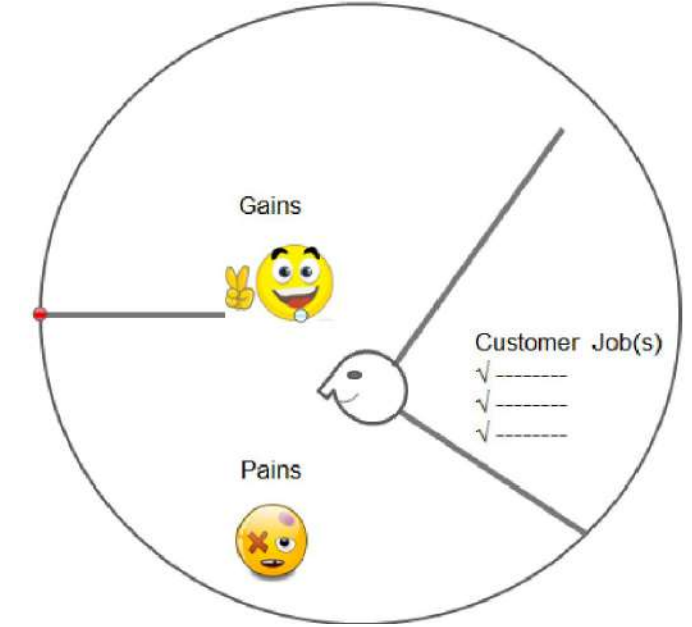
It is a clear statement and it has three components:

- It tells what's the problem your product/service can solve or what's the gain your product/service can create for your customer.
- It's perceivable, tangible or quantifiable.
- It's different from competitors.

8 Necessary soft skills for becoming an successful entrepreneur



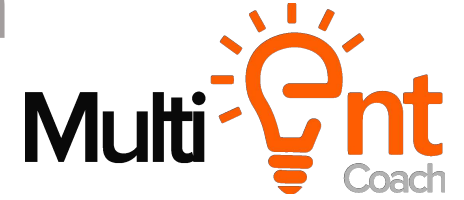
How well do you know your customers?	Customer segment profile
<ul style="list-style-type: none">▪ How well do you know their business and/or daily schedules?▪ What keeps them up at night?▪ What is high on their wish list?▪ What would they consider “value for money”? <p><i>Trying to match a product or service to a customer segment is like discovering a solution and then look for a problem to solve!</i></p>	<ul style="list-style-type: none">▪ Describes the characteristics of your customer in more detail▪ The Profile is composed of:<ul style="list-style-type: none">▪ The Jobs customers are trying to get done at work or in their lives▪ The related Pains, outlining the negative aspects they hate or would like to avoid▪ The Gains describing the positive outcomes and benefits which your customers would love to have.



- **Functional:** complete a task, solve a problem
- **Emotional:** tasks to emotional states: to feel safe, OR a better human being, useful, etc
- **Social:** Refer to jobs and activities through which the customers try to gain power or status, etc.

8

Necessary soft skills for becoming an successful entrepreneur



Competitive analysis

Offline competitive analysis (5 minutes)

Preparation

- Groups of 4 people, every group gets A3 paper, every table set of color pencils

Exercise

Lets participants do a mind map with the plan for competitive analysis>

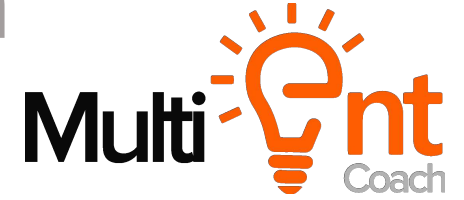
- If company not promote themselves on the internet
- You are doing unique handicraft and you are generally sell the items on the fairs

3 New business stage skills

Exercise

8

Necessary soft skills for becoming an successful entrepreneur



Competitive analysis

Possible solution

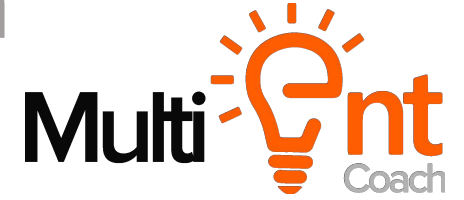
3

New business stage skills

- Shop in your competition store. Get a price list.
- Talk to their customers: What do their customers like or dislike about them? Why and how do customers decide for them?
- When competitors are local, take a look at the phone book or other directory - to count the ads for the businesses they compete with.
- Analyze what the others businesses say in their ads, which points they emphasise. Check also local newspapers, especially if you are in the business meant for general public (like installations of air conditions).

Exercise

8 Necessary soft skills for becoming an successful entrepreneur



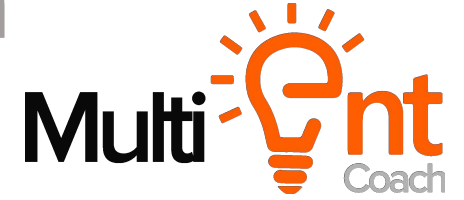
3 New business stage skills

- What will your business be like in three years? Do you have a road map to get from today to your envisioned tomorrow?
- Strategy means consciously choosing to be clear about your company's direction.

Planning - Ability to plan your roadmap

Business plan - <u>what</u> you will be doing to earn the money	Strategic plan - <u>how</u> you will achieve your business goals
<ul style="list-style-type: none">▪ Define the purpose of your business▪ Provide structure for the main idea▪ Describe your idea to potential investor	<ul style="list-style-type: none">▪ Defines which market opportunities we will pursue▪ Provides focus and direction to move from plan to action▪ Prioritizes your financial needs▪ Helps build your competitive advantage▪ Provide milestones and benchmarking

⑧ Necessary soft skills for becoming an successful entrepreneur



3 New business stage skills

- Creating something from your dreams and ideas – it can be one of the most exciting and rewarding processes you'll go through.
- The reality is, you already have a strategic plan – even if it's only in your head. So go the extra mile, write it up (it can be as fast as just a couple of hours work).

Basically, elements of your strategic plan should be:

- A mission statement and a vision statement
- Long-term goals and objectives
- Strategies to used to achieve these goals
- Action plans to realise these strategies

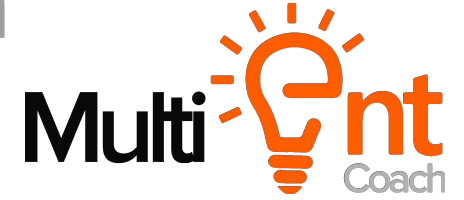
Planning - Ability to plan your roadmap

In reality, structured strategic planning isn't something more to do; it's a better way of doing something already being done.

8

Necessary soft skills for becoming an successful entrepreneur

Ability to plan your roadmap



3

New business stage skills

Vision Mission, Values (10 minutes)

Preparation

- Every participant gets A4 paper, every table set of color pencils

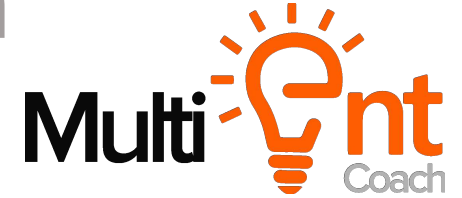
They are important for strategic direction. Without developing them before developing a strategy, an organisation cannot identify, distinguish or explain itself to its employees and customers alike.

Exercise

8

Necessary soft skills for becoming an successful entrepreneur

Ability to plan your roadmap



3 New business stage skills

Vision (The DREAMING part)	Mission (The DOING part)	Values (What your business stands for and what is important for you)
<p>Oceana: Seeks to make our oceans as rich, healthy and abundant as they once were.</p> <p>Alzheimer’s Association: A world without Alzheimer’s</p>	<p>Zappos: provide the best customer service possible.</p> <p>CVS: We will be the easiest pharmacy retailer for customers to use.</p>	<p>Adidas: Sport is the foundation for all we do and execution excellence is a core value of our Group.</p>

Exercise

9

Process of coaching for development of entrepreneurial soft skills



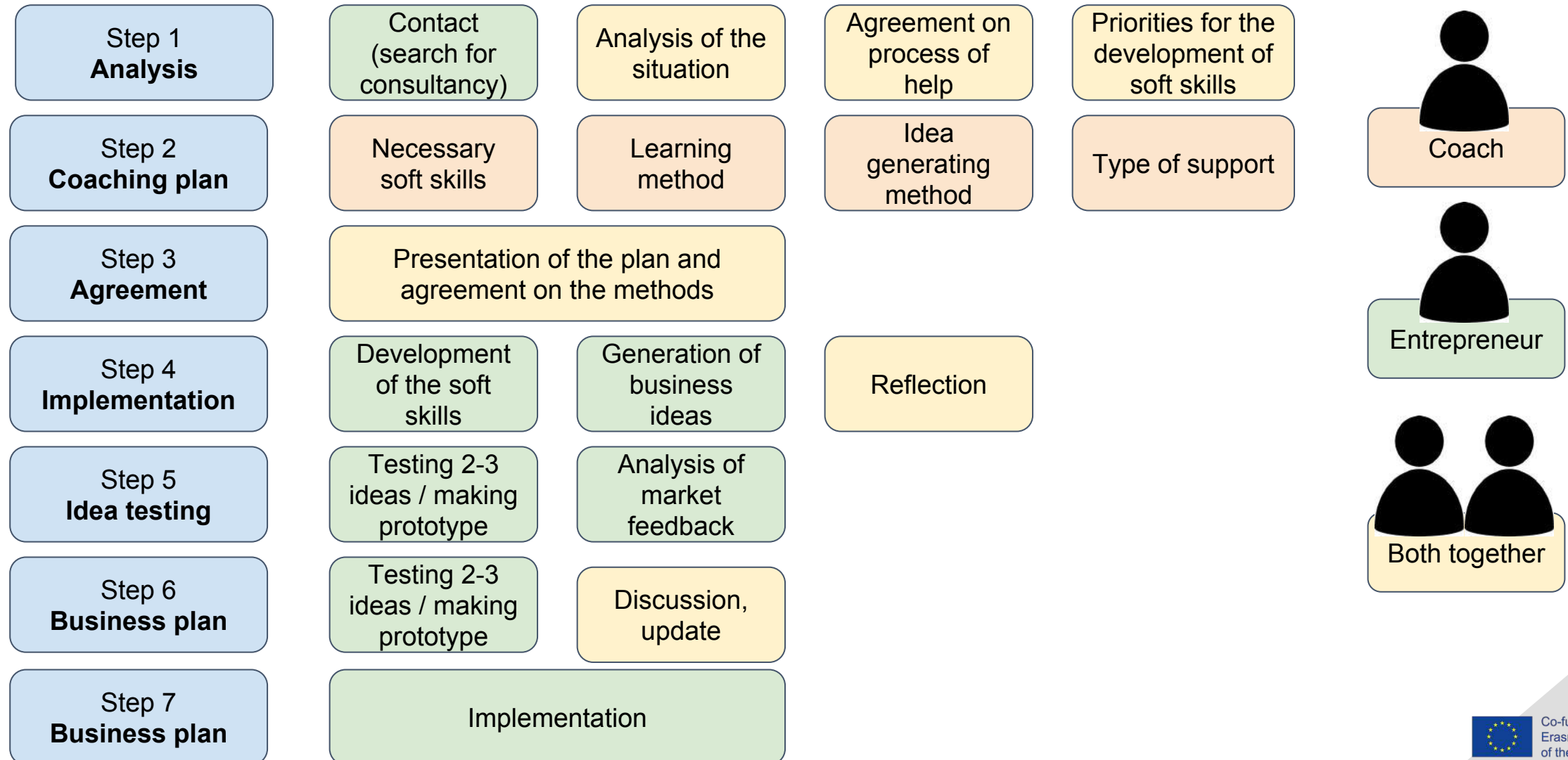
By PIA & FPIMM

Coaches can with the entrepreneur see where are skill gaps and propose different methods for acquiring and developing soft skills

- the entrepreneur managing a less than 5 years seniority
- the entrepreneurs want to find easily practical solutions for the problems they encounter
- the role of the coach is
 - to assist the entrepreneur to learn how to apply different methods, in order to discover by him/herself the best solution,
 - to motivate them to reflect on the situation/ problem, not to give her/him quick answers or solutions

Process of coaching for development of entrepreneurial soft skills

Steps for coach and entrepreneur for development of skills



Multi nt Coach

Customise
design

WINS

Design:

- beautiful components are to be
- good ability of our team in saying something that

Development:

- easy to understand
- we had to be really